uMSINGA MUNICIPAL 4TH GENERATION INTEGRATED DEVELOPMENT PLAN 2021/22-2025/26

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ABBREVIATIONS

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

ABBREVIATIONS	
MFMA	Municipal Finance Management Act No. 56 of 2003
MPC	Multi-Purpose Community Centre
MTC	Medium-Term Capital Framework
MTCT	Mother-To-Child HIV Transmission
NSDP	National Spatial Development Perspective
PGDS	Provincial Growth and Development Strategy
PIMS	Planning, Implementation and Management System
PMTCT	Prevention of Mother-to-Child Transmission
PMS	Performance Management System
PTO	Permission to Occupy
PDA	Planning and Development Act 6 of 2008
RDP	Reconstruction and Development Programme
RIDS	Regional Industrial Development Strategy
RRTF	Rural Road Transport Forum
RSC	Regional Service Centre
SCOA	Standard Chart of Accounts
SDF	Spatial Development Framework
SDBIP	Service Delivery and Budget Implementation Plan
SPLUMA	Spatial Planning and Land Use Management Act, 2013
SDP	Site Development Plan
SEA	Strategic Environmental Assessment
SMME	Small, Medium and Micro Enterprise
TA	Tribal Authority
TLC	Transitional Local Council
WSDP	Water Services Development Plan

INTRODUCTION

The Constitution of RSA, Act No. 108 of 1996 instructs Municipalities to undertake developmentally orientated planning, together with other organs of state to contribute to the progressive realisation of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the Constitution. While the Municipal Systems Act (No.32) of 2000 (MSA) requires that local municipal structures prepare Integrated Development Plans (IDPs).

The IDP serves as a tool for transforming local governments towards facilitation and management of development within their areas of jurisdiction. The MSA identifies the IDP a key component in entrenching developmental local government principles. In conforming to the Act's requirements, the Msinga Municipal Council has delegated the authority to the Municipal Manager to prepare the IDP.

This Integrated Development Plan 2021-2025/26 in the course of preparation is a review of the five-year Integrated Development Plan 2017/2022 adopted in 2016/17. An IDP is one of the key tools for Local Government to cope with its new developmental role. Furthermore, it seeks to facilitate strategic decisions on issues of Municipal budgets, Land Use Management Systems, Local Economic Development and Institutional transformation in a consultative and systematic manner.

The Local Government Municipal Systems Act of 2000 as amended, Chapter 5, prescribes that all the Municipal councils at the beginning of their elected term must prepare a single, inclusive strategic plan; the IDP which must be reviewed annually. This IDP incorporates, amongst others, the following changes:

- An update to the socio-economic data within the report based on the 2016 STATSSA Community Survey.
- Greater alignment with the Municipality's sector plans.
- Alignment with the provincial priorities.
- Five-year projects for the next years **2021/22-2026**; and
- 2021/2022 Projects.

SECTION A: EXECUTIVE SUMMARY

A.1.0 EXECUTIVE SUMMARY

A.1.1 WHO ARE WE?

Msinga Local 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. The Municipality comprises of Six (6) Traditional Authority (TA) areas namely.

a. Qamu TA,
b. Mchunu TA,
c. Bomvu TA,
d. Zondi TA,
e. Mabaso TA, and
f. Mthembu TA.

The Municipality comprises of an area of 2500 km2. The area is divided into 18 political wards with 36 Councillors. However, based on the Demarcations Board proposition for 2020-2021 financial year the Municipality may be expected to have 21 political wards with 42 Councillors in the same boundary of Msinga Municipality jurisdiction.

TABLE 1: MUNICIPAL COUNCILLORS

COUNCILLOR DETIALS	WARD NUMBER
Councillor Buthelezi	1
Councillor T. Mbatha	2
Councillor J.V Langa	3
Councillor M.M. Sokhela	4
Councillor L.E. Danisa	5
Councillor P. Dladla	6
Councillor M. Sithole	7
Councillor B. Dumakude	8
Councillor M.S. Khoza	9
Councillor S. Magubane	10
Councillor B.L. Ntuli	11
Councillor B.P. Ngcobo	12
Councillor D. M. Ndlovu	13
Councillor S.G. Masimula	14
Councillor M.M.S Myeza	15
Councillor T.L. Kunene	16
Councillor N. Majozi	17
Councillor T.M. Mabaso	18

TABLE 2: MSINGA LM DEMOGRAPHICS (CS 2016)

TOTAL POPULATION	177,577
YOUNG (0-14)	43,7%
WORKING AGE (15-64)	50,8%
ELDERLY (65+)	5,5%
DEPENDENCY RATIO	96,8
SEX RATIO	76,8
GROWTH RATE	0,6% (2001-2011)
POPULATION DENSITY	71 persons/km2
UNEMPLOYMENT RATE	49,5%
YOUTH UNEMPLOYMENT RATE	58,2%
NO SCHOOLING AGED 20+	41,2%
HIGHER EDUCATION AGED 20+	3,2%
MATRIC AGED 20+	17%
NUMBER OF HOUSEHOLDS	37,724
NUMBER OF AGRICULTURAL HOUSEHOLDS	19,999
AVERAGE HOUSEHOLD SIZE	4,6
FEMALE HEADED HOUSEHOLDS	66,7%
FORMAL DWELLINGS	32,5%
HOUSING OWNED/PAYING OFF	70,2%
FLUSH TOILET CONNECTED TO SEWERAGE	1,7%

WEEKLY REFUSE REMOVAL	1,3%
PIPED WATER INSIDE DWELLING	3,7%
ELECTRICITY FOR LIGHTING	25,1%

Msinga Municipality has a total of 38 372 households and the main dwellings that dominates within the Municipality are shown in figure 1 below.

TABLE 3: NUMBER OF HOUSEHOLD (CS2016)

MSINGA LOCAL MUNICIPALITY	NO. HOUSEHOLD	CURRENT 2021-22 TRENDS
Formal dwelling/house or brick/concrete block structure	9472	The 2016 Community Survey statistics may be outdated because the current trends shows that the formal housing dwellings are the current newly built houses in the last five years.
Traditional dwelling/hut/structure made of traditional mater	28224	This type of housing development still exists with Msinga Municipality. Hence, the current trends shows that there is slight decline on the number of this types of housing being built; mostly are used as tourism site or found in Municipal Wards with less access to economic activities; and faced with poverty and unemployment.
Flat or apartment in a block of flats	126	This is new type of housing for the Municipality, but the Municipality does have privately owned rental areas in the form of BnB, Cottages & Lodge. Hence, projects like Inkululeko Development Projects – 2 will be the key in unlocking this type of housing to the Municipality lead by Human Settlement.
Cluster house in complex	74	This type of housing development does exist within the Municipality but at lower rate.
Townhouse (semi-detached house in a complex)	0	The Municipality has received few consultations via Section G Letter for land occupation regarding this type of housing.
Semi-detached house	25	In the Municipality there are limited duplex dwelling house that shares one common wall with the next house.
Formal dwelling/house/flat/room in backyard	141	Based on the nature of the area this type of housing exist at high rates as families have enough plots to expand or build new structures.
Informal dwelling/shack in backyard	32	This is occurring at lower rate within the Municipality and mostly it's for storing goods or live-stock farming.
Informal dwelling/shack not in backyard (e.g., in an informal	52	Most of the informal dwelling (mostly Informal trading) occurs in Municipal Towns e.g., Pomeroy, Tugela Ferry & Keates Drift.
Room/flatlet on a property or larger dwelling/servants' quart	90	This type of housing development does exist within the Municipality but at lower rate.
Caravan/tent	21	Found mostly at campaign sites.
Other	114	
Total	**38372**	

A.1.2 MUNICIPAL SPATIAL OVERVIEW

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 farmland, 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 is home to only 0,9% of the municipality's population and the informal towns of Tugela Ferry and Keates Drift.

The Msinga Municipality is in the southwestern 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. Msinga Municipality shares borders with Mpofana, Umtshezi, Indaka and Nkandla Local Municipalities

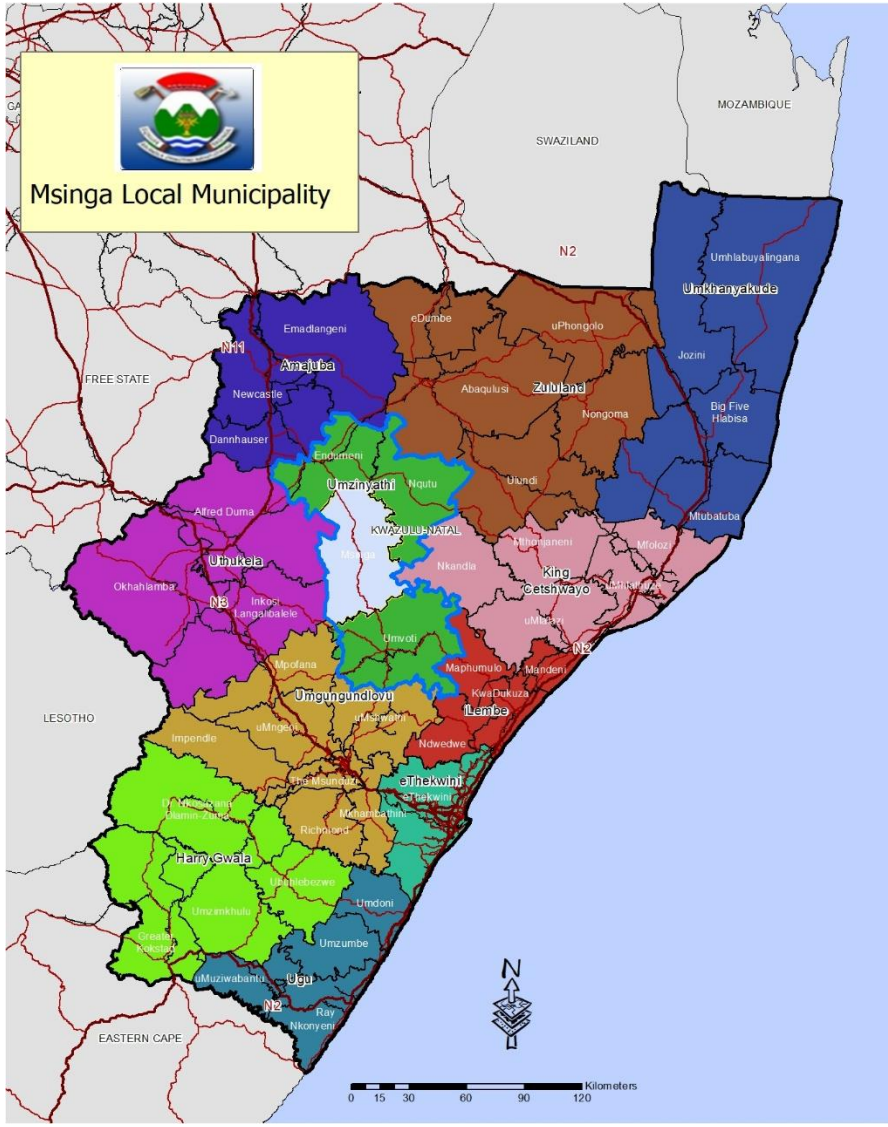
The nature of the topography is such that the Municipality is largely located in deep gorges of the Tugela and Buffalo Rivers. This effectively isolates the Municipal area from the immediate surrounding Municipal areas, such as Umvoti and Endumeni. The Municipal area is accessible via the R33, linking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

A.1.2.1 ECONOMIC PROFILE

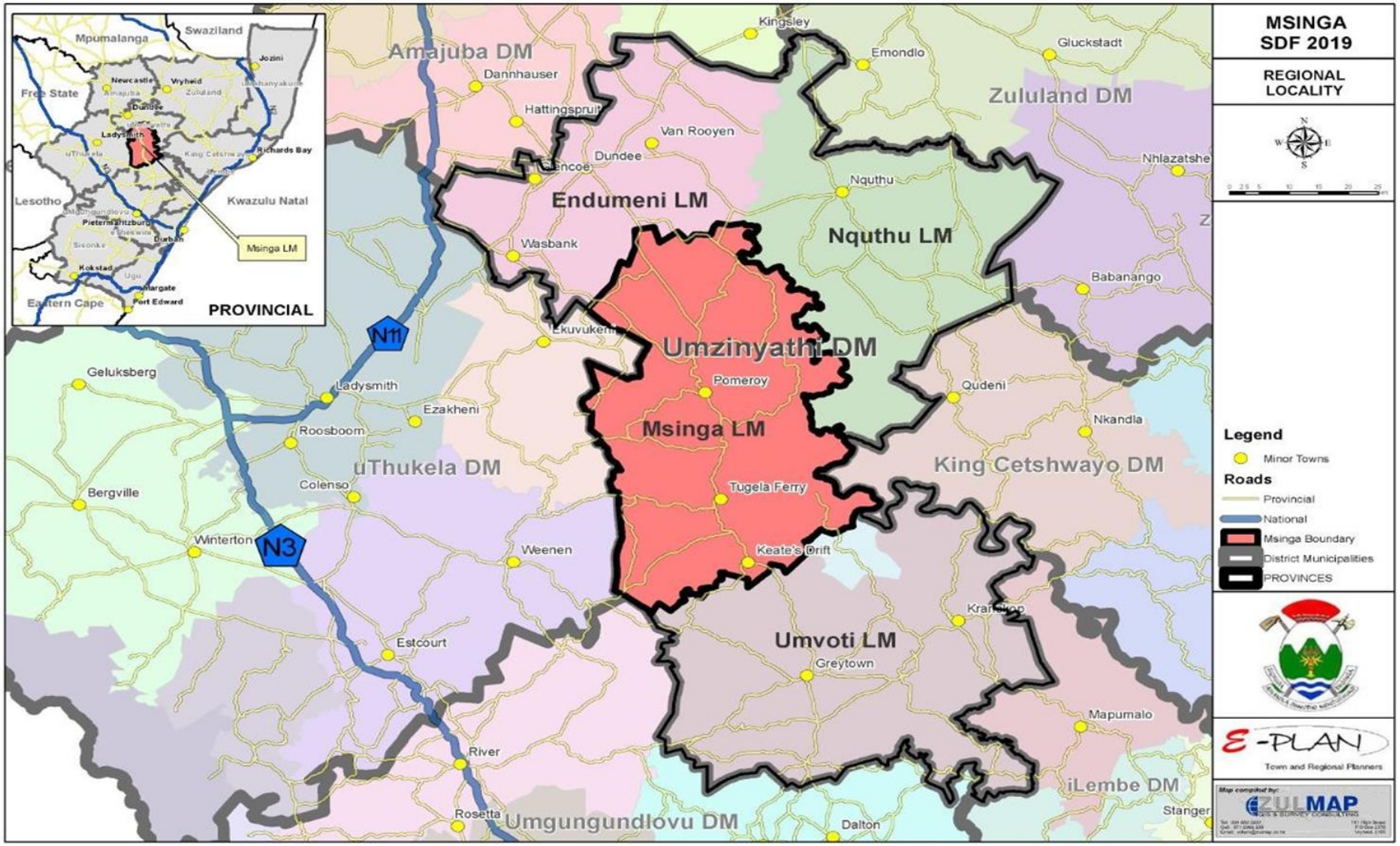
Msinga Municipality has 49,5% of the 17 109 economically active individuals (i.e., those who are employed or unemployed but looking for work) are unemployed. Of the 9 650 economically active youth (15–34 years) in the municipality, 58,2% are unemployed.

TABLE 4: ECONOMIC STATUS (STATS SA 2011)

EMPLOYMENT STATUS	NUMBER
Employed	8632
Unemployed	8477
Discouraged Work Seeker	17670
Not Economically Active	55452



MAP 1: LOCALITY MAP



MAP 2: DISTRICT REGIONAL LOCALITY (MSINGA SDF 2021/2020)

A.1.3 APPROACH AND METHODOLOGY

A.1.3.1 HOW THE IDP WAS 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.1.3.2 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 2021/2022 at the beginning of 2020/2021 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 2021/2022 financial year was adopted by Council on the 30 September 2020. 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 2021/2022 a number of community meetings, two IDP forums, IDP and Budget Road shows and the Municipality's steering committee meetings were scheduled with the aim of planning together and integrating sectorial strategies in the Municipality. It also was for purposes of developing and aligning the strategies to the Municipality to the vision and mission.

A Draft IDP Review 2021/2022 was presented to full Council on the 31 March 2021 whereas stipulated by MFMA both Draft IDP & Budget was endorsed and adopted, respectively. The final document will be presented and adopted by full Council on the date to be confirmed.

TABLE 5: COMPLIANCE WITH PROCESS PLAN

DRAFT MUNICIPAL PROCESS PLAN 2021/2022	**31 July 2020**	**Submitted to DCOGTA: 100%**
FINAL MUNICIPAL PROCESS PLAN 2021/2022	30 September 2020	Submitted to DCOGTA: 100%
IDP FORUMS	15 February 2021	Postponed to 23rd of February 2021
	19 April 2020	100% Compliance
STRATEGIC PLANNING	9 – 12 March 2021	100% Compliance
STEERING COMMITTEE MEETINGS	17 November 2020	100% Compliance
	11 February 2021	100% Compliance
	16 March 2021	100% Compliance (During Strategic Planning)
	18 May 2021	100%
Draft IDP presented to EXCO	▪ 24 March 2020	100% Compliance
Draft IDP presented to Full Council	▪ 30 March 2020	100% Compliance
Final IDP 2020/21 to be presented by	▪ 30 May 2020	100% Compliance
Upload MSCOA IDP & Budget on provincial treasury portal	29 March 2020	100% Compliance

The first IDP Forum meeting that was schedule for 15th of February 2021 was held successfully on the 23rd of February 2021. The forum was vital for fine-tuning and aligning provincial, district and local programmes.

The Sector Department's participation is commended this year; it is improving drastically comparing to the previous years. The attendance of Traditional Leaders to municipal meetings has also drastically improved in 2020-21.

A.1.3.3 ACTION PLAN 2020-21

The Msinga Local Municipality acknowledges the CoGTA - MEC's comments and recommendations made in respect of the 2020-21 IDP review. The comments have proved fundamental in enriching the process towards the compilation and content of this IDP. The Municipality has prepared an IDP Action Plan 2020/2021 hereto for ease of reference.

TABLE 6: ACTION PLAN TO ADDRESS MEC'S CONCERNS ON 2020/2021 IDP

NATURE OF COGTA QUERY	COMMENTS FROM COGTA	RESPONSIBLE PERSON	ACTIONS TAKEN	DEADLINE	STATUS UPDATE
KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (MTID)	• To develop a comprehensive operational plan for the Human Resources Strategy and provide more information for the Human Resources Policies and plans.	HOD: CORPORATE SERVICES	HUMAN RESOURCE STRATEGY ADOPTED	10 MAY 2021	**ACHIEVED**
KPA: LOCAL ECONOMIC DEVELOPMENT (LED) AND SOCIAL DEVELOPMENT ANALYSIS	• The Municipality must establish the formal communicating platforms with the businesses in the area, especially now with COVID-19. A formal communication system is to be rolled to the other Sections of the Municipality.	HOD: DEVELOPMENT PLANNING	ADDRESSED THROUGH A CONTRACT WITH MUNICIPAL ICT	26 MAY 2021	**IN PROGRESS**
	• Specific initiatives dedicated to red tape reduction in the Municipality to encourage investment into the area. This should take into consideration the role of Amakhosi, as most land belongs to them.	HOD: DEVELOPMENT PLANNING	ADDRESSED AS PER NEW ADOPTED LED STRATEGY	10 MAY 2021	**ACHIEVED**
	• Lack of informal economy bylaws and the actual enforcement is a challenge for the Municipality and needs to be addressed urgently by reviewing the informal economy policy and workshopping the policy with the relevant stakeholders.	HOD: DEVELOPMENT PLANNING	ADDRESSED AS PER NEW ADOPTED LED STRATEGY	10 MAY 2021	**ACHIEVED**
	• Projects in the LED Strategy have no spatial referencing, and this should be addressed urgently.	HOD: DEVELOPMENT PLANNING	SERVICE PROVIDER FORMULATING THE SDF TO SPATIALY REFERENCE LED NEW PROJECTS	26 MAY 2021	**ACHIEVED**
KPA: BASIC SERVICE DELIVERY	• Finalise the Housing Sector Plan (HSP) and include budget in the list of active housing projects. • Assist the Municipality to ensure that the Municipality fulfil the mandate that, communities in need have access to housing, as stipulated in the South African Constitution.	HOD: DEVELOPMENT PLANNING	HOUSING SECTOR PLAN REVEIWED AND ADOPTED BYCOUNCIL.	10 MAY 2021	**ACHIEVED**
	• Set aside budget for cemetery establishment.	HOD: DEVELOPMENT PLANNING	BUDGET HAS BEEN SET ASIDE AND CONSULTANT APPOINTED TO	26 MAY 2021	**ACHIEVED**

			UNDERTAKE A FEASEBILITY STUDY		
KPA: FINANCIAL VIABILITY & MANAGEMENT	• Include the revenue raising strategy and the debtor's age analysis in the IDP. • Include debtors age analysis by service and by customer group	CFO		26 MAY 2021	**ACHIEVED**
	Financial Plan **a)** (Financial Ratio'-a 2-year (historical) indication of key financial ratios (cost/current/acid/going concern and sustainability – reasons, including measures to improve.) The municipality to provide financial viability information in a tabular format for the previous 2 financial years based on audited AFS. ▪ Cost coverage ratio ▪ Current Ratio (Current assets to current liabilities) ▪ Capital expenditure to total expenditure ▪ Debt to Revenue ▪ Collection Rate ▪ Remuneration (Employee and Councillors) to total expenditure • Distribution losses: Electricity/ Water Include key financial ratios	CFO		26 MAY 2021	**ACHIEVED**
	• The Operations and Maintenance Plans should be supported by the Budget.	CFO		26 MAY 2021	**ACHIEVED**
	• To provide financial viability information in a tabular format for the previous 2 financial years, based on audited AFS.	CFO		26 MAY 2021	**ACHIEVED**
	• Provide reasons and measures to improve the cost coverage ratio, current ratio (current assets to current liabilities), capital expenditure to total expenditure, debt to revenue, collection rate and remuneration (employee and councillors) to total expenditure.	CFO		26 MAY 2021	**ACHIEVED**
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	• As per the Cabinet Resolution dated September 2016, all Municipalities are expected to implement the Batho Pele Principles. Your Municipality has not developed the Batho Pele Policy and Procedure Manual and the Service Delivery Improvement Plan (SDIP) (including the identification of 3 services to be improved) as recommended in the IDP Framework Guideline. • To finalise the Draft Batho Pele Policy and to develop the SDIP to ensure compliance with the Batho Pele requirements.	CORPORATE SERVICES	DRAFT BATHO PELE POLICY & PROCEDURE MANUAL & SDIP WAS ADOPTED BY COUNCIL 26TH MAY 2021	26 MAY 2021	**ACHIEVED**

	• Comprehensive list reflecting the adoption and promulgation status of the Bylaws in your next IDP.	IDP MANAGER	LIST INCLUDED IN THE IDP	10 MAY 2021	**ACHIEVED**
	• With regards to IGR, provide more details in your discussions on if strategic pronouncements from National and Provincial structures are discussed and progress monitored at the IGR structures.	IDP MANAGER	IDP AMENDED WITH INFORMATION ON IGR STRUCTURES	10 MAY 2021	**ACHIEVED**
	• Participation status of Amakhosi in Council meetings, in line with Section 81 of Municipal Structures Act,	OFFICE OF THE MM	AMAKHOSI PARTICIPARTION STATUS IMPROVED AND REFLECTED IN THE IDP	10 MAY 2021	**ACHIEVED**
KPA: CROSS CUTTING	• The IDP does include the current population figures, however it lacks to provide population projections over a 5-year period. this information is included in the SDF, and therefore the documents be aligned.	IDP MANAGER	IDP AMENDED WITH 5-YEAR POPULATION PROJECTION	10 MAY 2021	**ACHIEVED**
	• Human settlements projects have been provided in terms of current and proposed future projects up to 2022, however the projects are not mapped. • IDP and SDF includes the existing infrastructure and service provisions in the Municipality, does not provide future projections based on needs for the next 5 years	HOD: DEVELOPMENT PLANNING	IDP AMENDED WITH 5-YEAR PROJECT PROJECTION	10 MAY 2021	**ACHIEVED**
	• The vision in the IDP does not include a timeframe (indicating that it is a long-term vision) and does not indicate alignment with the spatial vision. • SWOT analysis has not been undertaken fully, the narrative in the IDP does unpack the key challenges and development priorities which are aligned to the vision.	OFFICE OF THE MM	IDP AMENDED THE VISION AND INCLUDED TIMEFRAME	10 MAY 2021	**ACHIEVED**
	• The SDF be unpacked to deal with priority spending areas, investment areas for private and public spending and infrastructure investment requirements	HOD: DEVELOPMENT PLANNING	DRAFT IS IN PLACE	26 MAY 2021	**IN PROGRESS**
SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN	• IDP does not conclude with the identification of key challenges, neither is there a consolidated list of challenges at the end of Chapter 3. It is strongly recommended that the Municipality adhere to the IDP Framework Guidelines in respect of the identification of key challenges as these will determine the key interventions that are required	IDP MANAGER	IDP AMENDED TO IDENTIFY KEY CHALLENGES	10 MAY 2021	**ACHIEVED**
	• Indicated the Municipal Goals and Objectives in the IDP, the Municipality has not followed the format as per the IDP Guideline Framework. There does not seem to be a systematic flow of information, from the situational	IDP MANAGER	IDP AMENDED TO FOLLOW IDP GUIDELINE FRAMEWORK	10 MAY 2021	**ACHIEVED**

	analysis to the vision, mission, Goals, Objectives and Strategies				
	• The Implementation Plan needs to be developed in line with the IDP Framework Guideline	HOD: DEVELOPMENT PLANNING	IMPLEMENTATION PLAN IS IN PLACE	26 MAY 2021	**IN PROGRESS**
	• The SDBIP is not fully aligned to the development strategies chapter of the IDP,the Municipality follow the recommendation of the MFMA Circular No. 13 issued by National Treasury on the development of the SDBIP. • Municipality to develop an organization top layer SDBIP so the performance monitoring can be enhanced. • The Municipality to develop technical indicator descriptions to state how the SDBIP will be measured.	HOD: DEVELOPMENT PLANNING	-SDBIP AND IDP AMENDED AND ALIGNED. -TOP LAYER SDBIP DEVELOPED. -TECHNICAL INDICATORS FORMULATED.	10 MAY 2021	**ACHIEVED**
DISTRICT DEVELOPMENT MODEL (DDM)/OPERATION SUKUMA SAKHE (OSS)	• Participate in the planning and implementation of the DDM. • Participate in the reengineered shared services Memorandum of Understandings that are currently being developed within the District Family for the purpose of implementation of the DDM.	ALL	MEETING HELD ON THE 9 APRIL 2021AND FIRST WORKING SESSION (TECHNICAL HUB) WAS HELD ON THE 30 APRIL 2021	26 MAY 2021	**IN PROGRESS**

A.1.3.4 COMMUNITY PARTICIPATION

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

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

A.1.3.4.1 IDP PUBLIC PARTICIPATION

Public participation is important to determine the community needs in relation to the developmental priorities during the public meetings and information gathering. Msinga Municipality utilizes the following mechanisms for public participation when developing its IDP:

IDP Representative Forum (IDP RF): This forum represents all stakeholders and key interested and affected parties. This includes but not limited to the Ward Committees, Amakhosi, Sector Departments, Informal Traders Association etc.

Media: Local newspapers are used to inform the public about progress with the IDP and to invite comments on the process plan, draft IDP and final adoption of the IDP.

Radio Slots: The community radio station is used to make public announcements where necessary.

Msinga Municipality Website: Msinga website will also be utilized to communicate and inform the community. Copies of the IDP and Budget are placed on the website for people and service providers to download.

Ward Committees: Msinga Municipality has adopted the Ward Committee policy which has resulted to the establishment of ward committees. The Municipality considers ward committees as one of the institutional bodies to fast-track service delivery. They are represented in the IDP RF meetings, and their input is always considered. They are also being used to disseminate the information about the agenda of the Municipality.

Municipal Notice Boards: Used to inform stakeholders about critical IDP meetings as well as important notices.

A.1.3.4.2 ALIGNMENT WITH SECTOR DEPARTMENT

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

A.2.0 MUNICIPAL VISION

The Municipal Vision was revised in 2020-21 financial year through the review of the Long-Term Development Framework (IDP). The Vision provides the Municipality with a single strategic statement which all line departments are advancing in their respective departments. The vision is developed along the principles of Outcome Based Planning and is aligned to the visions of the National Planning Vision as well as the KZN Provincial Growth and Development Strategy.

A.2.1 MUNICIPAL LONG-TERM VISION

BY 2021 - 2025:	Commitment to work with the Traditional leadership towards corruption free governance, infrastructural development, poverty eradication and supporting local economic development initiatives towards the financial and social emancipation of the Msinga community.
BY 2030:	Msinga will be a Municipality with the capacity to ensure local development, through good management and development support.

A.2.2 MUNICIPAL DEVELOPMENT MISSION

This is the mission of the Municipality to ensure that the long-term vision is achieved.

MISSION
Msinga will through local integrated developmental support will eradicate poverty by applying **Batho Pele Principles.**

The Batho Pele Principles form the basis of the Msinga Mission. The basis of the principles explained below:

TABLE 7: BATHO PELE PRINCIPLES

Consultation	This means that citizens should always be consulted on matters to do with their needs.
Service standards	It is a directive which stipulates that all citizens need to know the service they should expect.
Access	This one points out to the fact that all citizens need equal service access.
Courtesy	It is necessary for all citizens, without discriminating, to receive fair treatment and always be served courteously.
Information	It shows that all citizens are entitled to complete, accurate information.
Openness and transparency	This one show that all citizens need to know about how decisions are reached and also about how departments are run.
Redress	It is a pointer that directs civil servants to offer all citizens an apology as well as a solution in instances where standards fail to be met.
Value for Money	Public services offered should always give money value.

A.3.0 KEY CHALLENGES

A.3.1 WHAT ARE THE KEY CHALLENGES FACING THE MUNICIPALITY AND WHAT IS DONE TO ADDRESS THEM?

The Municipality undertook a Strategic Planning Session from the 10-12 March 2021. The session was attended by all Councillors, Traditional Leaders, Municipal Manager, S56 Managers and Middle Managers were in attendance. The session emerged with a SWOT analysis that touched all the municipal departments, which culminated into strategic issues / challenges.

These key priority issues / challenges were sifted into categories of the six (6) KZN KPAs. The following table summarizes these key challenges and what the Municipality resolved to do in order to address them.

TABLE 8: KEY CHALLENGES AND INTERVENTIONAL

NATIONAL KPA	FOCUS AREA	ISSUES FOR CONSIDERATION

INFRASTRUCTURE AND SERVICES	Water and sanitation	The municipality should however **improve** on the following: ▪ Water and sanitation backlogs. ▪ Ageing water and sanitation infrastructure. ▪ Improved and expeditious implementation of water schemes
	Electricity	The municipality should maintain the following: ▪ The increase in the number of households with electricity connections. The municipality should improve on: ▪ Implementation of the energy plan. ▪ Reduction of electricity provision backlogs. ▪ Electricity infrastructure maintenance.
	Roads	The municipality must maintain a good service on the: ▪ Provision of tarred and graveled roads. ▪ Provision of paving where needed.
	Housing	▪ The municipality should maintain the provision of the low-cost houses through the review and adoption of the housing sector plan.
	Waste management	The municipality must maintain the following: ▪ Existence and review of the integrated waste management plan The municipality should however improve on: ▪ Waste collection vehicles ▪ Collection of waste from households and businesses ▪ The number of households receiving the waste collection service.
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	Municipality services Human resource management	The municipality should ensure that: ▪ Municipal services are accessible to all. ▪ Effectiveness, continuity and consistency is prioritized. ▪ The working environment should be safe and ▪ All employees and non-employees should have access to skills development opportunities. ▪ Professionalism is upheld. ▪ Policies are reviewed and adopted. ▪ Performance management is improved made normal on lower levels of the municipality.
FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	Financial planning Finance management Supply chain management	The municipality must ensure, ▪ The development of a financial plan ▪ IDP aligned budgeting. ▪ Efficient financial management and reporting ▪ Revenue enhancement ▪ Properly acquire goods and services and manage contracts thereof. ▪ Provision of free basic services to the indigent household ▪ Improved audit opinion ▪ Improved revenue collection ▪ Improved data integrity ▪ Proper implementation of internal control systems ▪ Improved asset management
GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEM	Governance Public participation	▪ The municipality should maintain functional council and its subcommittees. ▪ The municipality should also ensure the development and implementation of the communication plan and the public participation strategy. Ward committees should also be kept functional and clear programs on the development of the special groups.
SOCIAL AND LOCAL ECONOMIC DEVELOPMENT	Economic development	▪ The municipality should ensure the availability of sports, recreation and arts infrastructure and programs. ▪ The municipality must create job opportunities through the implementation of the LED strategy.

	Social Development	▪ The municipality must also assist in the development of SMME's to enable community participation in formal and informal economies of the area. ▪ The municipality should have a clear poverty alleviation programme. ▪ The municipality must also attempt to develop youth skills to improve their employability. ▪ The municipality must also facilitate the provision of social development infrastructure and services that fall outside the municipal mandate. ▪ The municipality must have clear programmes aimed at ensuring social security.
CROSS-CUTTING ISSUES	Land Use	▪ The municipality should ensure the implementation of SPLUMA with a view to cater for land use requirements and needs. ▪ The municipality should also facilitate the environment protection programmes. ▪ The municipality must also at all-time be ready to respond to disasters whilst reducing and mitigating them where possible.

A.3.2 WHAT TO EXPECT, IN TERMS OF OUTPUTS, OUTCOMES AND DELIVERABLES, OVER THE NEXT (5) FIVE YEARS

Msinga Municipality has grown from a staff component of 08 employees in 2001, to the current situation where 1 159 staff members are now employed: 308 on permanent and contracts basis, 101 on the EPWP Street Cleaning, 750 women in road maintenance, 18 volunteers, and 270 ward committees. In the full term of five years more staff will be appointed as the Municipality progresses.

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

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

The development priority issues that are identified include the following:

1. **BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT**
   a. 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.

2. **LOCAL ECONOMIC DEVELOPMENT**
   a. The Municipality has amongst the highest unemployment rates in KwaZulu-Natal and a very high rate of adult illiteracy. It also has huge social cost factors in terms of the provision of effective education, health, and social services.

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

4. **GOOD GOVERNANCE AND PUBLIC PARTICIPATION**
   a. 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.
5. **MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**
   a. 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.

6. **CROSS-CUTTING ISSUES**
   a. The Municipality has a number of plans that are addressing spatial planning issues however faces spatially challenges

emanating mainly from land ownership, and to address this, the Municipality with the assistance of COGTA is formalising its 3 towns: Tugela Ferry, Pomeroy, and Cwaka, however there's delays in gaining Traditional Authority's by-ins.

A.3.3 MEASUREMENT OF PROGRESS

A.3.3.1 HOW PROGRESS WILL 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 (OPMS). Such as 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) on 27 May 2020. The framework is legally binding, and all Municipal employees abide by it. 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 2021/2022 will be compiled thirty days after the final Budget 2021/2022 has been adopted by the Municipal council in accordance with the legislation.

Performance reports are submitted by S57 employees in line with the performance agreements signed in July of each financial year. Reports are submitted quarterly and are audited by the Municipal internal auditor monthly. Performance Auditing Committee sits quarterly and audits quarterly reports against the set targets in the IDP and any deviations from the set targets is explained and corrective action is prescribed where under performance is noted.

- **FIRST QUARTER : July – September 2020**
- **SECOND QUARTER : October – December 2020**
- **THIRD QUARTER : January – March 2021**
- **FOURTH QUARTER : April – June 2021**

A.3.4 MSINGA LOCAL MUNICIPALITY CATALYTIC PROJECTS 2021-2025

1. Rocke's Drift Art & Craft Training Hub–Sweden Exhibition.
2. Technical support & partnership of Keates Drift Factory.
3. Implementation of Jam Agri-processing.
4. Market Stalls in Pomeroy & Tugela Ferry.
5. Provision of irrigation systems for Agricultural projects (e.g.: Mankomfane).
6. Re-establishment of Msinga vegetable Pack-House.
7. Tugela Ferry bridge attraction site – Hotel & other Amenities.
8. Goat meat processing Factory: abattoir
9. Documentary Film
10. Kopi Tourism centre establishment.
11. Keats Drift Bridge widening.
12. Pomeroy Town sites service (Road's surfacing, Electricity supply, Water and Sanitation supply upgrade).
13. Tugela Ferry and Keates Drift Town Establishment.
14. Msinga Industrial Hub.
15. R33 upgrade/widening.
16. Resurfacing of District Roads.
17. Inkululeko Development Project.
18. Tugela Ferry alternative Roads.
19. Rural Housing Projects.
20. Keats Drift Library.
21. Pomeroy Library.
22. Electricity Supply (achieve universal access).
23. Construction of Access Roads.
24. Water and Sanitation Provision.
25. Msinga Indoor Sports Centre.
26. Upgrade of Sport fields (Douglas, Mzweni, Nyoniyezwe, Pomeroy, Mzisho and Fabeni)
27. Upgrade of Access Roads in Agricultural Fields
28. Electricity Supply

29. PROPOSED FUNDING (INEP) - BY MUNICIPALITY

a.	Ezibomvini Electrification	04	Mabaso TA
b.	Thengela Electrification	13	Mbomvu TA

c. Infills Type 1 & 2 1-18 All TA

30. ELECTRIFICATION PROJECTS - BY ESKOM

a. Alva/Giba Electrification 12 Majozi TA
b. Gxushaneni Electrification 16 Majozi TA
c. Isibindi / Magoso Electrification 12 Majozi TA
d. Mngelekazi Electrification 12 Majozi TA
e. Stornhill Electrification 12 Majozi TA
f. Blesbok/Ncongwane Electrification 12 Majozi TA
g. Madadiyele Electrification 18 Majozi TA
h. Infills Type 1& 2 1-18 ALL TA

31. RESURFACING OF DISTRICT ROADS

a. P368 (Esinyamane) Gravel – Black Top
b. P280 (Mashunka) Gravel – Black Top
c. P281 (Cwaka – Ladysmith) Gravel – Black Top
d. P 6/3 (Tugela Ferry - Keat's Drift) Gravel – Black Top
e. D1271 (Mbhono) Gravel – Black Top

32. RURAL HOUSING PROJECTS

a. Ezibomvini Phase 2
   i. Sampofu, eSdakeni, Nyandu and Nkandla.
b. Alva Housing Project
   i. Vermark, Ngcongwane, Stonehill, Magoso Rockes Drift Kwazenzele, Ndanyana and Nhlanhleni.
c. Uthuli lwezulu Housing Project
   i. Nyonini, Sphongweni and Nxamalala.
d. Pomeroy Phase 2,
   i. Ngubukazi, Matshematshe Mbindolo, Gabela, Makhasane, Nhlanhleni and Makhankane.
e. Mngeni Housing Project.
   i. Gxushaneni, Sdakeni, Bahulazi, Gqohi and Sfuleni.
f. Ophathe Housing Project.
   i. Snyameni, Ekuvukeni, Gujini and eMpangweni.
g. Pomeroy Integrated Stock.
   i. Gap housing and Rental Stock
h. Fabeni Housing Project.
   i. Kopi, Mertoun, Mvundlweni Phase 2, Mkangala, Gxobanyawo and Nogawu.
i. Nqoleni Housing Project.
   i. Nzala, Phakwe, Sdumbini, Dolo and Ndlangamandla.
j. Ngongolo Housing Project.
   i. eZisululwini, Kwamduna and Mathinta.

SECTION B: PLANNING AND DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES AND IMPERATIVES

B.1.0 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.

B.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.

B.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.

B.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, Chapter5 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.
b) Annually in accordance with the assessment of its performance measurements in terms of section 4; and
c) To the extent that changing circumstances so demand; and
d) 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.

B.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.

B.1.5 PLANNING AND ECONOMIC DEVELOPMENT PRINCIPLES

- Development / investment must only happen in locations that are sustainable (NSDP, SPLUMA).
- Balance between urban and rural land development in support of each other (DFA Principles).
- The direction of new development towards logical infill areas (DFA Principles).
- Development should be within limited resources (financial, institutional, and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner (DFA Principles, SPLUMA, CRDP, and National Strategy on Sustainable Development).
- Stimulate and reinforce cross boundary linkages.
- Basic services (water, sanitation, access, and energy) must be provided to all households (NSDP).
- Development / investment should be focused on localities of economic growth and/or economic potential (NSDP).
- In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (NSDP).
- Land development procedures must include provisions that accommodate access to secure tenure (SPLUMA).
- Prime and unique agricultural land, the environment and other protected lands must be protected, and land must be safely utilised (SPLUMA).
- Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral, and local levels is central to achieving coherent and effective planning and development (SPLUMA).
- If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity (Breaking New Ground: from Housing to Sustainable Human Settlements).
- During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development).
- Environmentally responsible behaviour must be promoted through incentives and disincentives (National Strategy on Sustainable Development, KZN PGDS).
- The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their needs locally. Furthermore, the principle is underpinned by an assessment of each areas unique competency towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS).
- Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (KZN PGDS).

B.2.0 GOVERNMENT PRIORITIES NATIONAL AND PROVINCIAL STRATEGIC GUIDELINES

B.2.1 NATIONAL DEVELOPMENT PLAN 2030

The National Development Plan is a long-term perspective which defines desired destinations and identifies roles of sectors in societies. It seeks to:

- The NDP aims to eliminate poverty and reduce inequality by 2030; Build capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.

Hence, the Msinga Municipal vision state ***Commitment to work with the Traditional leadership towards corruption free governance, infrastructural development, poverty eradication and supporting local economic development initiatives towards the financial and social emancipation of the Msinga community".*** Therefore, this indicated that the Municipality is

determined to ensure poverty eradication within its demarcation to assist with achieving National Development Plan objectives in 2030.

The National Planning Commission adopted the National Development Plan where priorities are summarised in the table below:

TABLE 9: NSDP PRINCIPLE

NO.	NSDP PRINCIPLE
1	Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is key.
2	Government has a constitutional obligation to provide basic services to all citizens (e.g., water, energy, health and educational facilities) wherever they reside.
3	Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private-sector investment, to stimulate sustainable economic activities, and to create long-term employment opportunities.
4	Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes. It should also reduce migration costs by providing labour-market intelligence to give people better information, opportunities and capabilities, to enable them to gravitate – if they choose to – to localities that are more likely to provide sustainable employment and economic opportunities.
5	In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be organised into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

2.2.1.1 NATIONAL PLAN PRIORITIES

The National Planning Commission adopted the National Development Plan where priorities are summarised in the table below:

TABLE 10: NATIONAL PLAN PRIORITIES

1	**Create jobs**	**2**	**To reduce poverty through Local Economic development initiatives: Poverty alleviation**
2	Expand infrastructure	1	Infrastructure Development and Basic Services Delivery
3	Use resources properly	3	Municipal Transformation, Organisational and Human Resource Development
4	Inclusive planning	5	Good Governance and Public Participation
5	Quality education	6	To reduce poverty through Local Economic development initiatives
6	Quality healthcare	6	Safe and sustainable environment
7	Build a capable state	2	Municipal Transformation, Organisational and Human Resource Development
8	Fight corruption	5	Good Governance and Public Participation
9	Unite the nation	5	Good Governance and Public Participation

The 14 National Outcomes that all provincial governments must align to are:

TABLE 11: 14 NDP OUTCOMES

NO.	NATIONAL OUTCOME	NO.	MSINGA GOALS
1.	Quality basic education	3	Municipal Transformation, Organisational and Human Resource Development
2.	A long and healthy life for all South Africans	6	Safe and sustainable environment – liaison with Dept. of Health

3.	Safety, and sense of safety, for all people in South Africa	6	Safe and sustainable environment - Liaison with the SAPS
4.	Decent employment through inclusive economic growth	2	To reduce poverty through Local Economic development initiatives: Poverty alleviation
5.	A skilled and capable workforce to support an inclusive growth path.	3	Municipal Transformation, Organisational and Human Resource Development
6.	An efficient, competitive, and responsive infrastructure network	1	Infrastructure Development and Basic Service Delivery
7.	Vibrant, equitable, sustainable rural communities contributing towards food security for all	2	To reduce poverty through Local Economic development initiatives
8.	A comprehensive, responsive and sustainable social protection system	6	Safe and sustainable environment
9.	Sustainable human settlements and improved quality of household life	6	Safe and sustainable environment
10.	Responsive, accountable, effective and efficient local government system	5	Good Governance and Public Participation
11.	Protect and enhance our environmental assets and natural resources	6	Safe and sustainable environment
12.	An efficient, effective, and development-oriented public service	5	Good Governance and Public Participation
13.	A diverse, socially cohesive society with a common national identity	5	Good Governance and Public Participation
14.	Create a better South Africa, a better Africa, and a better world	6	Safe and sustainable environment

B.2.2 DRAFT NATIONAL SPATIAL DEVELOPMENT FRAMEWORK 2019

The National Spatial Development Framework Vision Statement states: ***"All Our People Living in Shared and Transformed Places in an Integrated, Inclusive, Sustainable and Competitive National Space Economy".*** *This is accompanied by the* Mission Statement reads as follows: ***"Making our Common Desired Spatial Future Together through Better Planning, Investment, Delivery and Monitoring".***

Msinga Local Municipality is one of the small growing Municipality that aim to ensure that:

(a) desired spatial plans through better planning – this through reviewing or developing the IDP, Spatial Development Framework (SDF) & Land Use Management Scheme (LUMS) in compliance with Municipal System Act, 2000 and SPLUMA, 2013.

(b) investments – through unlocking agriculture and tourism as one of the potential economic frameworks within the Municipality.

(c) Delivery & Monitoring - through Performance Management System (PMS), where the Municipality develop the indicators which are qualitative and quantitative that indicates whether progress is being made in achieving the objectives and targets.

According to the National Systems of Nodes and Corridors (NSDF; 119), the municipal towns (Tugela Ferry; Keates Drift & Pomeroy) are categorised as **National Network of Rural Service Centres** and the National Spatial Development Priorities is that:

- Rural development must be supported though a hierarchical network of prioritised service centres where people in rural areas and settlements can optimally be provided with core municipal services, social and government services, and where rural logistics and support can be provided to optimally support rural development.
- Towns that act as border and trade posts need special attention.
- In areas experiencing a decline in population, settlements must be consolidated, and maintenance prioritised in such core towns.
- In dense rural settlement regions, consolidation within nodal centres and rural design is required.

B.2.3 THE CABINET LEKGOTLA

After the Provincial Cabinet Lekgotla in February 2012, both the PGDS and draft PGDP were made available for public comments before the final adoption by Cabinet in 2012. The February 2012
Cabinet Lekgotla resolved amongst other issues that the Provincial Planning Commission and KZN- COGTA would support the District Municipalities with

the development of District Growth and Development Plans (DGDPs) as part of the Integrated Development Plan (IDP) process.

The DGDP was to be informed, direct and take a total for of the PGDS/P while at the same time forming a basis for and Guide all other implementation plans at the District Family of Municipalities. The DGDP guides and informs the programmes and priorities for the 5year IDP within the dynamics and complex municipal space. The PGDS (2035) review was initiated and approved by EXCO in December 2016 necessitating the DGDP review. The key objectives of the Cabinet Lekgotla were to assess progress on the various targets which government undertook to realize and achieve by 2017. The key thrust of the Lekgotla focused on: Ensuring that government remains accountable to the service delivery needs of our people; Receive progress report on the key infrastructure projects. Cabinet also received the strategic implementation plan from the National Planning Commission and the report from the Presidential Review Committee on State Entities.

In reviewing its Integrated Development Plan Msinga Municipality has taken into account issues discussed at Cabinet Lekgotla where the following were resolved: To add a new strategic integrated project on water and sanitation aimed at addressing the country's immediate and long-term water and sanitation needs; That all spheres of government strengthen implementation and enhance the localization programme for components and supplies of infrastructure inputs. Projects that support regional integration will receive special attention.

The Lekgotla welcomed the work done on cost-containment and measures to address and combat corruption in the infrastructure plan, which will now go through the Cabinet process in the next few months. Cabinet noted progress on the implementation of government's priorities in health, fighting crime and corruption, job creation, rural development, local government and basic services and education and skills development. Cabinet agreed that all the relevant departments should develop concrete actions to accelerate progress in those areas where, based on current trends, it appears that the targets may not be met.

Cabinet Lekgotla welcomed the National Development Plan (NDP) prepared by the National Planning Commission (NPC) and endorsed the objectives and the (18) key targets of attaining these. The Lekgotla also acknowledged the NDP as a strategic framework to form the basis of future government detailed planning. The Lekgotla concluded that a Cabinet Committee will be set up to develop targets and integrated implementation plans with the Forum for South African Directors-General (FOSAD). The NPC will assess implementation and refine the plan. Cabinet Lekgotla received the report from the Presidential Review Committee on SOE's. Cabinet welcomed the report and resolved to discuss the recommendations put forward by the Review Committee.

B.2.4 DISASTER MANAGEMENT ACT (ACT NO. 53 OF 2002)

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

1. Each Municipality must, within the applicable Municipal disaster management framework-
    a. Prepare a disaster management plan for its area according to the circumstances prevailing in the area.
    b. Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players.
    c. Regularly review and update its plan: and
    d. Through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan.
2. A disaster management plan for a Municipal area must-
    a. Form an integral part of the Municipality's integrated development plan.
    b. Anticipate the types of disaster that are likely to occur in the Municipal area and their possible effects.
    c. Place emphasis on measures that reduce the vulnerability of disaster-prone areas,
    d. Seek to develop a system of incentives that will promote disaster management in the Municipality.
    e. Identify the areas, communities or households at risk.
    f. Take into account indigenous knowledge relating to disaster management.
    g. Promote disaster management research.
    h. Identify and address weaknesses in capacity to deal with possible disasters.
    i. provide for appropriate prevention and mitigation strategies.
    j. Contain contingency plans and emergency procedures in the event of a disaster,

3. A district Municipality and the local Municipalities within the area of the district Municipality must prepare their disaster management plans after consulting each other.
4. A Municipality must submit a copy of its disaster management plan, and of any amendment to the plan, to the National Centre, the disaster management centre of the relevant province, and, if it is a district Municipality or a local Municipality, to every Municipal disaster management centre within the area of the district Municipality concerned.

B.2.5 KZN PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS) 2035

KwaZulu-Natal PGDS is typically a long-term strategy/plan that is provided for in provincial development planning legislation and is generally prepared in the Premier's Office. It is deduced from the National Development Plan and represents Provincial development landscape as a 2035 vision.

In the context of the PGDS defining 'growth' and 'development' includes 'growing the economy for the development and the improvement of the quality of life of all people living in the Province of KwaZulu-Natal'. In doing so, it is envisaged that the KwaZulu-Natal Province will:

(a) Enjoy stable and sustainable economic growth supported by world class Infrastructure with a skilled and stable workforce.
(b) Be the preferred Southern African business, investment, and tourism destination.
(c) Be energy secure, augmented by viable green economy technology.
(d) Be connected via high-speed reliable internet access.
(e) Be food secure through own agricultural production.
(f) Experience poverty eradicated with HIV/AIDS and social ills firmly under control.
(g) Enjoy dignified and safe living environments for all.
(h) Have inequality drastically reduced.
(i) Prosper under clean, effective, and efficient governance; and
(j) Reap the benefits of well-connected urban and rural places.

Accordingly, the Provincial Spatial and Economic Development Strategy (PSEDS) recognises the location of Msinga Municipality as one of the areas that needs to priorities social intervention needs. Therefore, the municipal challenges provide a spatial reference to the types of interventions, which might be pursued in addressing the concentrated social needs within the Municipality.

Furthermore, PSEDS identifies the location of the Municipality within the Greytown-Msinga – Madadeni Corridor, that is, the secondary Corridor identified. This indicates that the municipal economic framework has potential for tourism and agriculture as it forms part of an agricultural district focussed around Greytown and Dundee which is well known for beef production. It is also within the Battlefields Tourism Region and the Northern KwaZulu-Natal Coal mining belt.

TABLE 12: KZN PGDS GOALS AND OBJECTIVES

2016 PGDS STRATEGIC GOALS and OBJECTIVES (Key – Bold Italic font indicates changes from PGDS 2011)		
STRATEGIC GOAL	**No**	**STRATEGIC OBJECTIVE 2016**
1 INCLUSIVE ECONOMIC GROWTH	**1.1**	**Develop and promote the** agricultural potential of KZN
	1.2	Enhance sectoral development through trade investment and **business retention**
	1.3	**Enhance spatial economic development**
	1.4	Improve the efficiency, **innovation, and variety** of government-led job creation programmes
	1.5	Promote SMME and entrepreneurial development
	1.6	Enhance the Knowledge Economy
2 HUMAN RESOURCE DEVELOPMENT	**2.1**	Improve early childhood development, primary and secondary education
	2.2	Support skills development to economic growth
	2.3	Enhance youth and adult skills development and life-long learning
3 HUMAN AND COMMUNITY DEVELOPMENT	**3.1**	**Eradicate** poverty and improve social welfare services
	3.2	Enhance health of communities and citizens
	3.3	**Safeguard and** enhance sustainable livelihoods and food security
	3.4	Promote sustainable human settlements
	3.5	Enhance safety and security
	3.6	Advance **social cohesion** and social capital
	3.7	**Promote youth, gender and disability advocacy and the advancement of women**

2016 PGDS STRATEGIC GOALS and OBJECTIVES (Key – Bold Italic font indicates changes from PGDS 2011)		
STRATEGIC GOAL	**No**	**STRATEGIC OBJECTIVE 2016**
4 INFRASTRUCTURE DEVELOPMENT	4.1	**Development of seaports and airports**
	4.2	Develop road and rail networks
	4.3	Develop ICT infrastructure
	4.4	Ensure availability and sustainable management of water and sanitation for all
	4.5	Ensure access to affordable, reliable, sustainable, and modern energy for all
	4.6	Enhance KZN waste management capacity
5 ENVIRONMENTAL SUSTAINABILITY	**5.1**	Enhance resilience of ecosystem services
	5.2	Expand the application of green technologies
	5.3	Adapt and respond climate change
6 GOVERNANCE AND POLICY	**6.1**	Strengthen policy, strategy coordination and IGR
	6.2	Build government capacity
	6.3	Eradicate fraud and corruption
	6.4	Promote participative, facilitative, and accountable governance
7 SPATIAL EQUITY	**7.1**	*Enhance the resilience of new and existing cities, towns, and rural nodes, ensuring equitable access to resources, social and economic opportunities*
	7.2	*Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment*

B.2.6 SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals, 2015 presented a historic and unprecedented opportunity to bring the countries and citizens of the world together to decide and embark on new paths to improve the lives of people everywhere. These decisions will determine the global course of action to end poverty, promote prosperity and well-being for all, protect the environment and address climate change.



FIGURE 1: SUSTAINABLE DEVELOPMENT GOALS

TABLE 13: SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT

SDG GOAL NO	SUSTAINABLE DEVELOPMENT GOALS	KZ244 GOAL NO	MSINGA MUNICIPALITY IDP GOAL DESCRIPTION
1	No Poverty	2	To reduce poverty through Local Economic development initiatives
2	End Hunger	2	To reduce poverty through Local Economic development initiatives
3	Well-Being	6	Provide a safe and sustainable environment
4	Quality Education	2	To reduce poverty through Local Economic development initiatives
5	Gender Equality	2	To reduce poverty through Local Economic development initiatives. Empowerment
6	Water and Sanitation for All	1	N/A
7	Affordable and	1	to Improve the state of Municipal Infrastructure: Accelerate electrification

	sustainable Energy		
8	Decent work for all	2	To reduce poverty through Local Economic development initiatives
9	Technology to benefit all	5	Good governance & public participation
10	Reduce Inequality	2	To reduce poverty through Local Economic development initiatives
11	Safe cities and communities	6	Safe and sustainable environment
12	Responsible consumption for all	2	To reduce poverty through Local Economic development initiatives
13	Stop climate change	6	Safe and sustainable environment
14	Protect the ocean	4	N/A
15	Take care of the earth	4	Safe and sustainable environment
16	Live in Peace	6	Good Governance and Public participation
17	Mechanisms and partnership to reach the goals	7	Good Governance and Public participation

B.2.7 DISTRICT GROWTH AND DEVELOPMENT PLAN - uMZINYATHI DISTRICT MUNICIPALITY

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

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

uMzinyathi District Municipality adopted the 1st District Growth and Development Plan in May 2015. Through the preparation of the plan, there were gaps in terms of required information from various sector departments to serve as a base to set the key performance indicators and targets for 2020, 2025 and 2030. Therefore, the municipality was unable to effectively implement the District Growth and Development Plan.

The District in conjunction with the Department of COGTA then held a DGDP summit on 12 -13th of July 2018 which advocated for the infusion of reviewed DGDPs into the strategic plans of the District Development Agencies. It also prioritised the strengthening of the public private collaborative approach towards the achievement of the 2035 vision in an integrated, inclusive, and sustainable manner. The final District Growth and Development Plan was adopted by Council in December 2018 and integrated into the 2019/20 IDP Review for alignment purposes.

Hence, the district has also developed a Monitoring and Evaluation Framework to monitor the implementation of the DGDP, its programmes and projects. The M&E will also be aligned to the Municipal Scorecard as well as to deliverables of Heads of departments.

B.2.8 DISTRICT DEVELOPMENT MODEL – uMzinyathi District Municipality

The District Development Model consists of a process by which joint collaborative planning and implementation is undertaken at a district and metropolitan level together by all spheres of government resulting in a single strategically focussed. Umzinyathi District is in the course of developing its own DDM in conjunction with KZN COGTA.

- The DDM is in the course of preparation. The launch was scheduled for the 19/3/2020 but postponed until further notice.
- 17 December 2019 meet with Umzinyathi District Municipality.
- 7 February 2020 meet with Umzinyathi DM and Endumeni LM.

- 11 February 2020 circulated to Umzinyathi District Family and District Office Sector Departments.
- 9 April 2021 first Planning meeting.
- 23 April 2021 first project Steering Committee meeting.
- 18 May 2021 DDM workshop.
- 27 May 2021 DDM workshop.

B.2.8.1 DDM CORE TEAM

The DD Membership of the Core Team

- COGTA
- DCOG
- uMzinyathi District
- LG specialist

Individual's Roles and Responsibilities to be discussed and agreed upon by the Team.

B.2.8.2 FUNCTIONS OF THE CORE TEAM

a) Coordinate the development of the 1st Generation 1 Plan: and
b) Adopt a Terms of Reference for the Technical Support Team (TST) which will inform and capacitate members and outline clear members' roles and responsibilities.
c) Prepare a process plan/action plan to develop and adopt the one plan.
d) Identify key stakeholder.
e) Set calendar dates for engagement sessions.
f) Coordinate the preparation of the 1 Plan One Budget.
g) Coordinate amendment and updating of the Profile when necessary.

B.2.8.3 RESPONSIBILITIES CORE TEAM

1. Development of the 1st Generation 1 Plan:
    a. Core Team Convene to discuss the 1st Generation 1 Plan development (status and Action Plan).
    b.
2. Core Team prepare an Action Plan.
3. Core Team communicate with the Technical Hub and receive instruction/endorsement to facilitate the preparation of the 1st Generation 1 Plan.
4. Core Team prepare and familiarize themselves with the contents of:
    a. Profile
    b. 1st Generation 1 Plan template
    c. Proposed Workshop guidelines (KZN COGTA) and process
5. Core Team Prepare for Facilitators session – template populated (1st draft), identify and invite facilitators to a session.
6. Core Team host Facilitator's session. Outcome of the session:
    a. Confirm facilitators and allocate focus areas.
    b. Confirm Workshop Methodology.
    c. Confirm Roles and responsibilities of facilitators.
    d. Instruct reparation by Facilitators for the Workshop based on Workshop Guidelines.
    e. Confirm date and venue of Workshop.
    f. Identify attendees and invite.
7. Core Team Organize and conduct 1st Generation 1 Plan Workshop. Outcome of the Workshop: draft document (1st Generation 1 Plan).
8. Core Team finalize the draft 1st Generation 1 Plan together with Facilitators (reconvene or virtual meeting).
9. Core Team Obtain input on the 1st Generation 1 Plan from Clusters.
10. Refine or edit the draft.
11. Core Team Present the 1st Generation 1 Plan to the Technical Hub for input and edit with proposed additions or amendments.
12. Present the 1st Generation 1 Plan to Political Hub for endorsement.

TABLE 14: ROLES OF THE DDM CORE TEAM MEMBERS

ROLES OF THE CORE TEAM MEMBERS	DISTRICT PLANNER	LOCAL GOVERNMENT SPECIALIST	COGTA PLANNER	DCOG
1. Convene core team meetings	Lead	Support	Support	Support
2. Adopt a Terms of Reference	Lead	Support	Support	Support
3. Prepare an Action Plan	Lead	Support	Support	Support
4. Identify key stakeholders		Support	Support	Support
5. Set calendar dates for engagement sessions	Lead	Support	Support	Support

6.	**Communicate/participate with DDM Secretariat**	Lead	Support	Support	Support
7.	**Communicate with the Technical Hub and receive instruction/endorsement to facilitate the preparation of the 1st Generation 1 Plan**	Support	Lead	Support	Support
8.	**Populate Master Template and Project Lists**	Lead	Support	Support	Support
9.	**Communicate with Technical and Political Hubs on challenges with participation from sector departments**	Support	Lead	Support	Support
10. **11.** **12.** **13.** **14.**	**Prepare for Technical Planning workshop** **Set date** **Identify attendees** **Identify facilitators** **Identify scribe**	Lead	Support	Support	Support
15.	**Host facilitators preparation session**	Lead	Support	Support	Support
16.	**conduct 1st Generation 1 Plan Workshop**	Lead	Support	Support	Support
17.	**finalize the draft 1st Generation 1 Plan**	Lead	Support	Support	Support
18.	**Obtain input on the 1st Generation 1 Plan from Clusters**	Support	Lead	Support	Support
19.	**Present the 1st Generation 1 Plan to the Technical Hub for recommendation**	Support	Lead	Support	Support
20.	**Present the 1st Generation 1 Plan to Political Hub for endorsement**	Support	Lead	Support	Support
21.	**Report on progress of the one plan to technical and political hubs**	Support	Lead	Support	Support
22.	**Report on progress of district to national coordination structure**	Support	Support	Support	Lead
23.	**Report on lack of participation from national departments**	Support	Support	Support	Lead
24.	**Provide guidance on national guidelines and processes**	Support	Support	Support	Lead

B.2.9 MSINGA MUNICIPAL STRATEGIC PRIORITIES

The Budget Implementation Plan per department details the goals and objectives aligned to the District Growth and Development Plan, PGDS, NDP, and other strategic frameworks listed above. The broad strategies that project emanate from are:

1. **Improved state of Infrastructure and Basic service delivery.**
   a. To improve education for Early Childhood
   b. To provide a better Local access Road network
   c. To ensure easy access to sports facilities
   d. Accelerate electrification.
   e. To ensure Proper management of waste
2. **The reduction of poverty through Local Economic development initiatives**
   a. To promote cultural and indigenous skills
   b. To promote sport development and improve sports participation.
3. **Municipal transformation and institutional development**
4. **Financial viability and management**
   a. To ensure Proper Financial administration
   b. Improved Budgeting, Reporting and Compliance
5. **Good governance and public participation to increase awareness and develop a culture of community participation in the Local government affairs.**
6. **Safe and sustainable environment: To ensure proper administration in line with legislation.**

B.2.10 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (SPLUMA), 2013

The purpose of the Act is to provide for a framework for spatial planning and land use management in the republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for inclusive developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework of monitoring, co-ordination and review of spatial planning and land use management system.

To provide a framework for policies, principles, norms and standards for spatial planning and land use management; To address past spatial and regulatory imbalances; To promote greater consistencies and imbalances in the uniformity application procedures and decision making by authorities responsible for land use decisions and development applications. To provide for the establishment, functions, and operations of municipal planning tribunals, to provide for the facilitation and enforcement of land use and development measures and to provide for matters connected therewith the area.

SPLUMA Principles

The following principles are relevant to Msinga Municipality as contained in the SPLUMA (Spatial Planning and Land Use Management Act):

a) The principle of **spatial justice**, whereby – past spatial and other development imbalances must be redressed through improved access to and use of land.

- spatial development frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterized by widespread poverty and deprivation.
- spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons.
- land use management systems must include all areas of a Municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas.
- land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
- a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the grounds that the value of land or property is affected by the outcome of the application.

b) The principle of **spatial sustainability** whereby spatial planning and land use management systems must

- Promote land development that is within the fiscal, institutional and administrative means of the Republic.
- Ensure that special consideration is given to the protection of prime and unique agricultural land.
- Uphold consistency of land use measures in accordance with environmental management instruments.
- Promote and stimulate the effective and equitable functioning of land markets.
- Consider all current and future costs to all parties for the provision of infrastructure and social services in land developments.
- Promote land development in locations that are sustainable and limit urban sprawl; and Result in communities that are viable.

a) The principle of **efficiency**, whereby –
- Land development optimises the use of existing resources and infrastructure.
- Decision-making procedures are designed to minimise negative financial, social, economic, or environmental impacts; and
- Development application procedures are efficient and streamlined and timeframes are adhered to by all parties.

b) The principle of **spatial resilience**, whereby flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.

c) The principle of **good administration**, whereby – All spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act.

B.2.11 MUNICIPAL TURN-AROUND STRATEGY

Msinga Municipal Turn-around Strategy was developed and a 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

B.2.12 STATE OF THE NATION ADDRESS

The President Cyril Ramaphosa delivered the State of the Nation Address on the 11th of February 2021. The primarily focused on 2021 being a year of rebirth and the importance of rebuilding the economy and focusing on local production.

The president outlined four main priorities for 2021.

a) To defeat the coronavirus pandemic.
- This year we must intensify prevention efforts and strengthen our healthcare system.
- Embark on a massive vaccination drive to save lives.
- success of the vaccination programme will rely on active collaboration between all sectors of society.

b) Accelerate economic recovery.
- Overcome **poverty and hunger**, **joblessness** that is currently rising, and **inequality** that is currently deepening at the moment.
    i. 5-million people were lifted above the poverty line because of grants, South Africa's unemployment rate now stands at a staggering 30.8%.
    ii. Government developed an infrastructure investment project pipeline worth R340 billion in network industries such as energy, water, transport, and telecommunications.
- **Legacy of exclusion and dispossession** that continues to impoverish our people, and which this pandemic has severely worsened.
    i. R57-billion in wage support has been paid to over 4.5-million workers through the Special UIF TERS Scheme. More than R1.3-billion has been provided in support mainly for small and medium sized businesses.
    ii. COVID-19 pandemic forced the closure of global value chains, government have been able to speed up this initiative as the local supply chains became open for locally manufactured products.
    iii. Through the implementation of the poultry master plan, the industry has invested R800-million to upgrade production. South Africa now produces an additional one million chickens every week.
    iv. The sugar master plan was signed during the lockdown, with a commitment from large users of sugar to procure at least 80% of their sugar needs from local growers.

c) Implement economic reforms to create sustainable jobs and drive inclusive growth.
- Relevant Departments to reform South Africa's visa and immigration regime to attract skills and grow the tourism sector.
- Government has redistributed over 5 million hectares of land, totalling around 5500 farms, to more than 300 000 beneficiaries.

d) Fight corruption.

B.2.13 KWAZULU-NATAL STATE OF THE PROVINCE ADDRESS 2021

Premier of Kwazulu-Natal, Hon. Sihle Zikalala MPL, delivered the KZN State address at Pietermaritzburg on the 26 February 2021. The theme of his speech was **"Quickening the Tempo to Economic Recovery and Job Creation"** In the face of death and devastation, KZN endures and is alive with possibility.

a) Recapping from the year 2020: Celebrating our successes
- **a.** Auto manufacturing and agriculture are the backbone of the provincial economy and create massive employment and no jobs lost during the pandemic.

b) Sukuma 100 000 and the KZN Youth Fund

a. 137 000 jobs under Sukuma 100 000
b. hydroponic system received R2 million from the KZN Youth Fund Programme towards the erection of 10 greenhouse tunnels, water sourcing and fencing for the 5ha of land.
c. Notes, a telecommunications company which is 100%-black and youth-owned.

c) Socio-economic outlook and the light of hope

a. unemployment from 6,5 million in the third quarter of 2020 to 7,2 million in the fourth quarter. KwaZulu-Natal (down by 210 000),
b. job losses result in the declining tax revenue, proposed to reduced revenue impacts on government expenditure.
c. Reduced revenue impacts on government expenditure.
d. Intensifying the fight against the Coronavirus.
e. Re-igniting economic recovery and job creation.
f. Building Social Cohesion, Fighting Crime and Corruption.
g. Delivering Basic Services in particular Water.
h. Building a Capable and Ethical Development State.

d) Projects

a. Dube Trade Port will be implementing an expansive Strategic Plan over the next 5 years with R2 billion and is 33 hectares of industrial land.
b. Richards Bay IDZ R 1,3 billion edible oils plant by Wilmar
    i. Phase 1 of the R 4,5 billion Titanium Dioxide plan
c. Clothing and Textile Corridor Approach from Newcastle and link Ladysmith, Mooi River, Pietermaritzburg, Hammarsdale, Durban, Isithebe, Dube Trade Port to Richards Bay Industrial Development Zone (RBIDZ).
d. Isithebe Revitalization
    i. Coconathi is a R50 million agro-processing factory specialising in health care products, which is in Dube Trade Port and has created 108 jobs.
    ii. Ubuhle towels is a 75% Black woman-owned company located in Richards Bay worth R130 million which has created 200 permanent jobs.
    iii. Ndumo Retail Development is a R100 investment project which will see the establishment of a shopping centre, taxi rank and service station. The project is expected to create 400 construction jobs.
    iv. Vodacom South Africa has begun the roll-out of 5G network in Durban. The R1 billion project is expected to create 500 new jobs.
    v. Unitrade, which is located in KwaDukuza, is a R105 million investment that specialises in production of Ford Ranger and VW Amarok components. The project has created 250 jobs.
    vi. The Frymax potato chips company located in Verulam has created 600 jobs. The project investment is worth R380 million.
    vii. Goodlife foods (R70 million investment- 100 jobs).
    viii. Hesto (R900m investment- 3300 jobs)

e. Harnessing Export Capacity - Export Strategy

i. The Trade and Investment KwaZulu-Natal target Africa and East initiative will create 400 jobs and R100-million worth of exports.
ii. The EDTEA KZN Exporter Competitiveness Programme will sustain 1500 jobs and R30-million worth of exports.
iii. Arts and Crafts Market Access Programme will create 70 jobs and R2-million worth of exports.
iv. Africa Fashion Exchange will create 70 jobs and R2-million worth of exports.

f. Radical Agrarian Socio-Economic Transformation

i. In the current financial year, 228 famers benefited from the RASET programme, and they were able to sell their produce to the value of R7.3 million. A number of private markets have been secured through the RASET programme because of its model where produce are aggregated and delivered on time. These markets include Fairfood who supplies Unilever, Tsogo Sun Hotels, FedEx, Boxer stores, Choppies, Spar, Massmart, PCK, Mecfair, Fieldcrest, the RSA group etc.
ii. 285 jobs have been facilitated through the RASET programme as follows: Ugu (37); uMgungundlovu

(41); iLembe (55); eThekwini (16) King Cetshwayo (20); uMkhanyakude (77); and Harry Gwala (39).

iii. In eThekwini, we are starting an egg Hub at cottonland farm and a market requiring 80 000 eggs a day has been secured.

iv. A Poultry Hub in Cato Ridge has been secured and rehabilitated. The hub is operated by retrenched Rainbow Chicken employees. We have provided feed, chicks, and vaccination.

g. Operation Vula Fund value of R304, 913 million

h. Agricultural Graduate On-Farm Placement Programme

B.3.0 LINKAGES BETWEEN IDP, SDF AND LAND USE SCHEME

Msinga Municipality SDF is one of the core components of the IDP and serves as a framework for the formulation of a wall-to-wall Land Use Management System (LUMS). As such, it presents a spatial overtone of the municipal development vision as outlined in the IDP and indicates the desired spatial form. It aligns with other municipal sector plans and SDFs of the surrounding Municipalities.

The Environmental Management Framework informs all spatial planning and development related decisions within the Municipality. The SDF gives effect to the principles contained in various national and provincial spatial planning directives.

The issues of unemployment and land ownership within the Municipality has negative impact in the quality of infrastructure and investment provided in the municipal rural Service Centre (RSC). However, the Municipality has initiated a process leading up to the production of a Land Use Management Scheme which will be area/site specific, and which will propose specific land use controls.

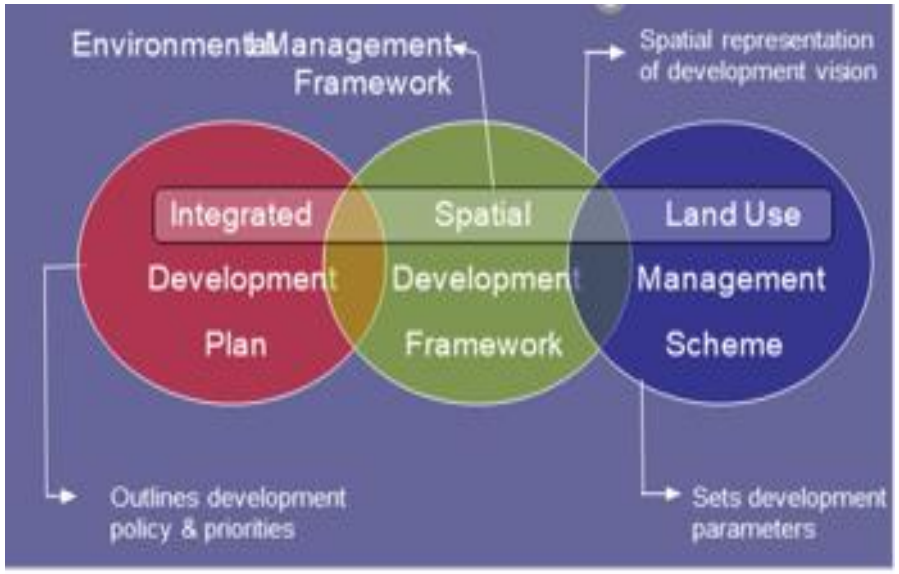


FIGURE 2: IDP, SDF AND LUMS RELATIONSHIP

SECTION C: SITUATIONAL ANALYSIS

C.1.0 DEMOGRAPHIC AND SOCIO-ECONOMIC CONDITIONS

Although the Integrated Development Plan (IDP) is a tool used by the Municipality to plan future development, therefore, it is critically important to profile the Municipality in terms of broad overview of the demographic, social and economic trends, opportunities, and challenges.

C.1.1 POPULATION SIZE AND DISTRIBUTION

Msinga Municipality has a total population of approximately 184 494 in 2016 (Community Survey) a significant increase of 3.7% from 177 577 in 2011 Census. While the population of the uMzinyathi District Municipality was recorded at 554 882 in 2016 CS. This suggests a significant increase in the population of both Municipalities. However, this explains that Msinga Municipality as one of the four local Municipalities contributes a total population of 33.2% of uMzinyathi District Municipality.

TABLE 15: POPULATION DISTRIBUTION BY DISTRICT (CS 2016 (STATS SA))

DISTRICTS	CENSUS 2011		CS 2016	
	N	%	N	%
DC21: uGu	722484	7	753336	7
DC22: uMgungundlovu	1017763	10	1095865	10
DC23: uThukela	668848	7	706588	6
DC24: uMzinyathi	**510838**	**5**	**554882**	**5**
DC25: Amajuba	499839	5	531327	5
DC26: Zululand	803575	8	892310	8
DC27: uMkhanyakude	625846	6	689090	6
DC28: uThungulu	907519	9	971135	9
DC29: iLembe	606809	6	657612	6
DC43: Sisonke	461419	4	510865	5
ETH: eThekwini	3442361	34	3702231	33
KwaZulu-Natal	**10267300**	**100**	**11065240**	**100**

TABLE 16: UMZINYATHI POPULATION BY SEX (CS 2016 (STATS SA))

MUNICIPALITIES	MALE	FEMALE	TOTAL
DC24: Umzinyathi	255669	299213	554882
KZN241: Endumeni	38278	38361	76639
KZN242: Nqutu	79524	91801	171325
KZN244: Msinga	**82399**	**102095**	**184494**
KZN245: Umvoti	55468	66955	122423

Table 2 above shows that uMzinyathi district is dominated by female sex at 54% of the total population, and while Msinga is at 55.3%. Therefore, this is evidence enough that the district needs to provide opportunities to empower women within the municipal demarcation and especially between the age of 15 to 34 (40% of Total population).

The table below depicts that the majority of the population in Msinga Municipality is black at 99.6%. Population growth in Msinga Municipality exerts pressure on existing services and leads to the densification of settlements located around Tugela Ferry, and along major transport routes. The majority of these settlements have not benefitted from spatial planning. It is, therefore, critically important for the Municipality to devise strategies to effectively manage this phenomenon.

TABLE 17: DEMOGRAPHIC DIVIDENDS STATS 2011

GROUP	PERCENTAGE
Black African	**99,6%**
Coloured	**0,1%**
Indian/Asian	**0,1%**
White	**0,2%**
Other	**0,1%**

TABLE 18: UMZINYATHI POPULATION BY AGE (CS 2016 (STATS SA))

MUNICIPALITY	0–14 (CHILDREN)	15–34 (YOUTH)	35–64 (ADULTS)	65+ (ELDERLY)	TOTAL
DC24: Umzinyathi	210990	223208	82246	38439	**554882**
KZN241: Endumeni	22859	34585	14152	5044	**76639**
KZN242: Nqutu	69358	67636	22616	11715	**171325**
KZN244: Msinga	**77338**	**69460**	**25151**	**12545**	**184494**
KZN245: Umvoti	41435	51526	20328	9135	**122423**

In **reference to Table 13 above,** it is clear that 42% of Msinga total population is dominated by children from the age of 0 to 14 years. Therefore, the total population of the Municipality dominated by youth at 80%.

Taking into consideration that 90% of the brain is developed before age of five (5) years. There is a need to invest in **Early Childhood Development (ECD)** as the powerful investment in human capital that the Municipality needs.

TABLE 19: CHILD HEADED HOUSEHOLD (CS 2016 (STATS SA))

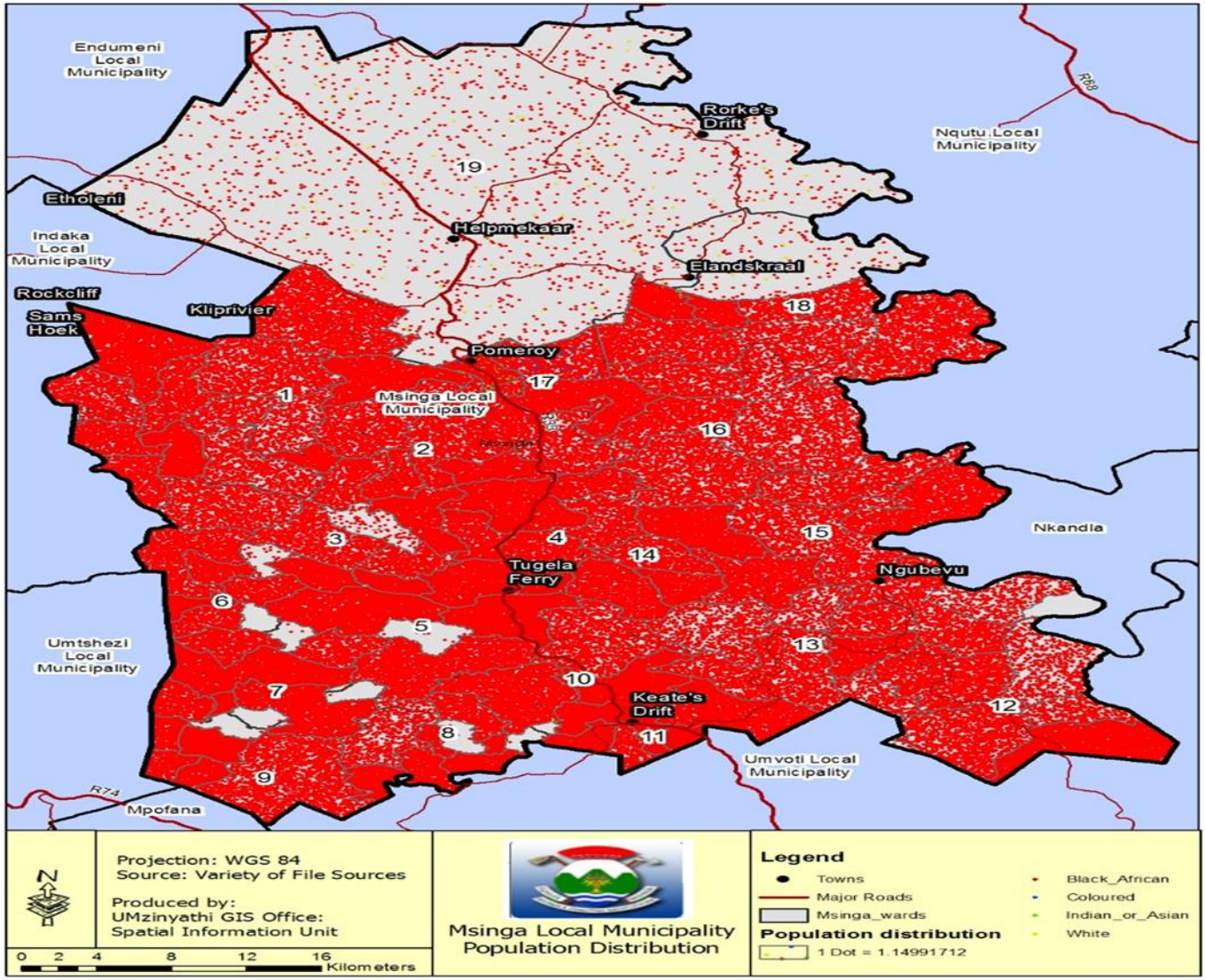
Municipality	Census 2011			Community Survey 2016		
	Head of household by age 10 - 14	Head of household by age 15 - 19	Total	Head of household by age 10 - 14	Head of household by age 15 - 19	Total
DC24: Umzinyathi	504	2310	2814	658	5987	6645
KZN241: Endumeni	36	219	255	14	576	590
KZN242: Nqutu	153	672	825	113	1266	1379
KZN244: Msinga	**213**	**846**	**1059**	**199**	**2255**	**2454**
KZN245: Umvoti	102	573	675	331	1891	2222

As per child headed household statistics there is a slight decline in child headed household by age 10 to 14 years in 2016. However, an increase in child headed household by the age of 15 to 19. Hence, it is noted that the ECD programmes may assist to benefit the Municipality with following compounding returns:

- **Greater Equality** - one of the most powerful instruments for redistribution.
- **Better Health** - tackles risk-taking behaviour & adult chronic disease at its roots.
- **Better Education** - higher cognitive scores & better learning outcomes.
- **Stronger Economy** - the most efficient strategy for building SA's workforce.
- **Better Society** - less crime and public violence, greater social cohesion

C.1.1.1 POPULATION DENSITY

The population density refers to the average number of people per square kilometre that reside in a particular area. As the population size increased, the population density of Msinga grew from 14.9 in 2014 up to 15.5 in 2018. Which means that on average, Msinga has around 16 people per square metre of land in the municipality.



MAP 3: POPULATION DISTRIBUTION

	2014	2015	2016	2017	2018
Endumeni	10.4	10.6	10.7	10.9	11.0
Nqutu	16.4	16.5	16.6	16.8	16.9
Msinga	14.9	15.0	15.2	15.4	15.5
Umvoti	11.3	11.6	11.7	11.8	11.9

Source: Census (2011), Adapted from Quantec (2019).

FIGURE 3: POPULATION DENSITY

C.1.1.2 HOUSEHOLD SIZE

Household size is an important indicator for the demand for services since the number of people in a household determines consumption demand for water, electricity, and waste disposal. As per the Census 2011 data, it is noted that the number of households within the Municipality 38 756 in the year 2018.

The average household size in Msinga is 4.8. The estimates shown in the tables below was derived from the population and households estimates in the previous sections sourced from the uMzinyathi SDF. Household sizes are relatively high, but it is not exceptional for a rural environment.

	2014	2015	2016	2017	2018
Endumeni	16679	16999	17276	17510	17734
Nqutu	32147	32344	32655	32872	33074
Msinga	37296	37641	38103	38423	38756
Umvoti	28538	29119	29357	29644	29887

Source: Census (2011), Adapted from Quantec (2019).

FIGURE 4: HOUSEHOLD SIZE

All estimates show a small increase in household sizes. This is based on the assumption that there are no structural changes in the population. However, should the higher levels of migration materialize; it might imply that they absorb more males, which are not necessarily attached to an existing household. This implies more single-person households, which might then lower the average household size. The increase is however material to any spatial planning.

	2014	2015	2016	2017	2018
Endumeni	3.9	3.9	3.9	3.9	3.9
Nqutu	5.4	5.4	5.3	5.3	5.3
Msinga	4.8	4.8	4.8	4.8	4.8
Umvoti	3.9	3.8	3.8	3.8	3.8

Source: Census (2011), Adapted from Quantec (2019).

FIGURE 5: AVERAGE HOUSEHOLD SIZE

C.1.1.3 PROJECTED GROWTH

The comparative population figures of Census 2011 in comparison to the Community Survey 2016 at a provincial level show that KwaZulu-Natal's population has increased from 10 267 300 to 110 65 240 this demonstrates a population growth percentage of 7.2% from 2011 to 2016.

The table below clearly illustrate that the district is divided into four racial groups with Black African people predominantly occupy Umzinyathi District Municipal area. Approximately 97% (493 458) of the population is Black Africans, 7392 Whites, 6513 Indians, 2790 Coloured's and 680 others.

Geography by Population group	Black African	Coloured	Indian or Asian	White	Other
Umzinyathi	493458	2790	6513	7392	690
Endumeni	54450	1680	3810	4683	240
Nqutu	164751	108	168	129	147
Msinga	176781	183	231	267	114
Umvoti	97476	816	2298	2310	192

Source: CS 2016 (Stats SA)

The diagram below illustrates the percentage change of the Msinga population between the years 2014 and 2018. From the below diagram we can observe that the change in population between 2015 and 2016 had the greatest change, nearing 1% as compared to 0.56% in 2014, 0.52% in 2017 and 0.56% in 2018.

It is important to note that over the 5-year period under reviewed, the population figures have demonstrated continuous growth despite the variations in growth percentages between the years.

TABLE 20: MYE DISTRICT PROJECTION 2020-2024 STATS SA

uMzinyathi	2020	2021	2022	2023	2024
	562 159	567 911	574 123	580 680	587 638

TABLE 21: MYE DISTRICT PROJECTION BY SEX 2020-2024

YEAR	GENDER	
	Male	Female
2020	251 526	310 633
2021	254 636	313 275
2022	258 091	316 032
2023	261 656	319 024
2024	265 371	322 267

TABLE 22: MID-YEAR POPULATION PROJECTION MALE (AGE AND SEX 2020-2025) STATSSA

AGE	POPULATION	2020	2021	2022	2023	2024	2025
0-4	MALE	14538	14533	14607	14682	14761	14858
5-9	MALE	13964	14114	14270	14436	14614	14769
10-14	MALE	12418	12620	12709	12822	12930	13039
15-19	MALE	10038	10502	10665	10902	11212	11653
20-24	MALE	5907	5623	5650	5671	5664	5619
25-29	MALE	5418	5283	5219	5090	4964	4832
30-34	MALE	5411	5554	5715	5841	5910	5932
35-39	MALE	4064	4465	4850	5232	5619	5969
40-44	MALE	2347	2574	2845	3158	3491	3831
45-49	MALE	1633	1715	1803	1911	2046	2224
50-54	MALE	1186	1202	1240	1285	1334	1394
55-59	MALE	998	993	983	972	967	969
60-64	MALE	863	847	832	827	827	828
65-69	MALE	656	621	588	551	514	483
70-74	MALE	504	482	471	456	435	406
75+	MALE	672	632	569	515	469	430

TABLE 23: MID-YEAR POPULATION PROJECTION FEMALE (AGE AND SEX 2020-2025) STATSSA

AGE	POPULATION	2020	2021	2022	2023	2024	2025
0-4	FEMALE	14117	14123	14196	14283	14383	14501
5-9	FEMALE	13238	13341	13456	13583	13717	13835
10-14	FEMALE	12450	12651	12720	12803	12896	13009
15-19	FEMALE	10960	11365	11705	12118	12518	12957
20-24	FEMALE	8602	8307	8224	8169	8173	8233
25-29	FEMALE	8693	8517	8436	8250	8041	7806
30-34	FEMALE	8037	8136	8283	8401	8466	8477
35-39	FEMALE	6391	6809	7189	7556	7911	8226
40-44	FEMALE	4133	4351	4652	5001	5370	5736
45-49	FEMALE	3232	3282	3333	3366	3420	3524
50-54	FEMALE	2687	2631	2601	2609	2634	2663
55-59	FEMALE	2932	2938	2900	2845	2786	2735
60-64	FEMALE	2796	2786	2809	2859	2922	2978
65-69	FEMALE	2067	1999	1910	1828	1747	1689
70-74	FEMALE	1968	1948	1907	1862	1821	1771
75+	FEMALE	2385	2355	2283	2223	2173	2132

TABLE 24: HOUSEHOLDS ESTIMATE

AGE	POPULATION	2020	2021	2022	2023	2024	2025
10 - 34	Female	5490,963813	5417,051876	5381,883918	5333,682892	5291,953947	5258,709942
10 - 34	Male	3059,097667	3069,126905	3093,891859	3111,77317	3132,678931	3159,78482
35 - 49	Female	7660,657164	8081,333983	8530,188872	8989,221364	9467,529989	9949,622841
35 - 49	Male	4720,734958	5137,012951	5573,076471	6044,23045	6545,505071	7054,719739
50 - 64	Female	6055,909899	6051,954364	6059,824167	6103,883238	6168,059626	6239,079362
50 - 64	Male	2404,391874	2403,115118	2417,134502	2443,876404	2482,599565	2537,688421
65 +	Female	5299,139534	5262,938408	5160,09796	5064,02342	4977,043813	4904,247533
65 +	Male	1522,3266	1443,71976	1356,095	1269,748816	1185,53325	1105,267556
40 - 44	FEMALE	4133	4351	4652	5001	5370	5736
45 - 49	FEMALE	3232	3282	3333	3366	3420	3524
50 - 54	FEMALE	2687	2631	2601	2609	2634	2663
55 - 59	FEMALE	2932	2938	2900	2845	2786	2735
60 - 64	FEMALE	2796	2786	2809	2859	2922	2978
65 - 69	FEMALE	2067	1999	1910	1828	1747	1689
70 - 74	FEMALE	1968	1948	1907	1862	1821	1771
75 +	FEMALE	2385	2355	2283	2223	2173	2132

C.1.2 INCOME LEVELS

In terms of income level, the Municipality is dominated by the low-income levels and about 63% of the population falls within the income levels of R1 to R400 (Stats SA, 2011). One of the major issues is that Msinga Municipality current lack in infrastructure, and 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%.

Therefore, the low-income level within the Municipality contributes to poor health status, poor health can also contribute to lower investments proposal, while the poor health can limit one's ability to work, reduce economic opportunities, inhibit educational attainment, and lead to medical debt and bankruptcy.

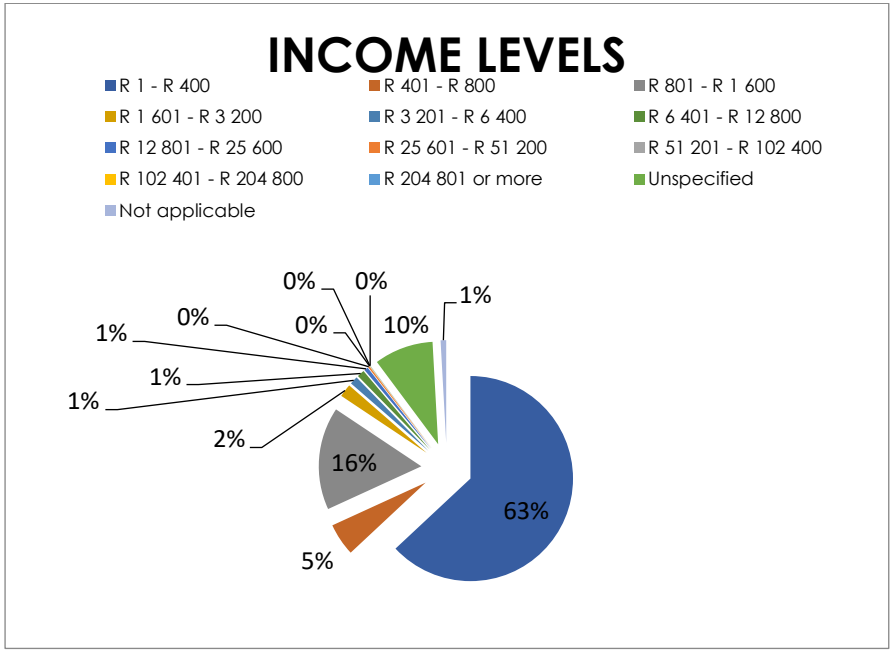


FIGURE 6: INCOME LEVELS (CS 2016 (STATS SA))

C.1.3 EMPLOYMENT STATUS

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 2011 StatsSA information shows that the Municipality has an unemployment rate of 49.5%. Therefore, a population of unemployment in return has an impact on household income levels and the overall economic structure of the district.

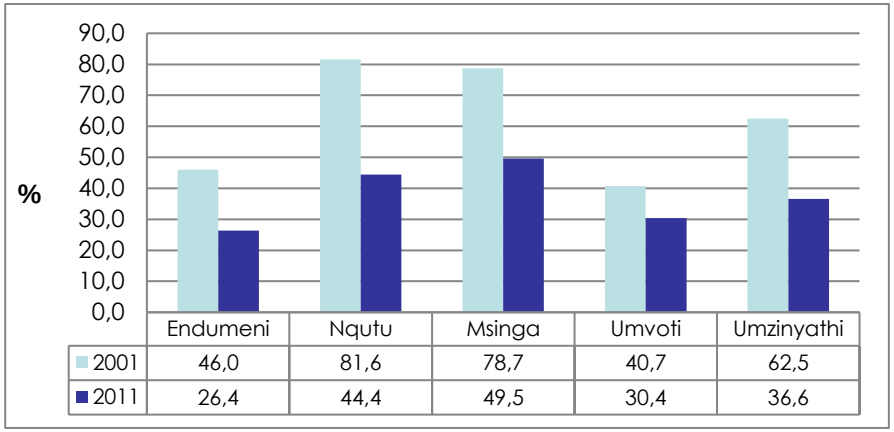


FIGURE 7: UNEMPLOYMENT RATE BY LOCAL MUNICIPALITIES CENSUS 2011 (STATS SA)

However, table 5 below indicated that about 4.6% of Msinga's population surveyed is employed, while the unemployment rate is at 4.6%; Discouraged work seeker 9.6%; and Other not economically active= 30.1%,

This shows that the total number of people surveyed (sample size) is about 48.9% (90 135) of Msinga Total population. Therefore, this proves that approximately 60% of Msinga Municipality is not economic active.

Column1	Male	male	Female	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

FIGURE 8: EMPLOYMENT BY SEX & AGE (CS 2016 (STATS SA))

C.1.4 EDUCATION LEVELS

Education plays a key role in economic development. It provides skilled labour that is the key in producing goods and services in an economy. However, the education levels within Msinga Municipality indicated that there is dominance of unskilled & semi-skilled people based on the following information.

In 2016, only 2.5 % of the population in Msinga Municipality had obtained tertiary educational attainments and only 35% had matriculated. Furthermore, approximately 31.7% of the population had primary school, and while people with no schooling were recorded at 30%. Accordingly, one of the major issues is that Msinga have approximately 107 schools in the Msinga area that have no electricity, 40 have no water and 30 have structural defects (Department of Education).

Therefore, it is imperative that the Municipality attempts to decrease the number of no schooling through programmes that enables or support people with basic needs to enter education institutions from low to higher levels. In addition, there is a need to develop a program that will monitor or ensure that scholars that enrol in primary education are encouraged to complete secondary education and further their studies. Addressing this challenge is fundamental to creating a sturdy base that the Municipality can use to stimulate economic growth and development.

TABLE 25: LEVEL OF EDUCATION (CS 2016 (STATS SA))

Level of Education	DC24: Umzinyathi	KZN241: Endumeni	KZN242: Nqutu	KZN244: Msinga	KZN245: Umvoti
No schooling	126480	10003	34849	55204	26424
Primary	175015	19615	59340	58492	37568
Secondary	231347	40584	73299	64542	52921
Tertiary	18346	5752	3349	4690	4556
Other	1525	103	146	912	365
Do not know	679	317	74	183	104
Unspecified	1490	264	269	470	486
Total	**554882**	**76639**	**171325**	**184494**	**122423**

LANGUAGE	PERCENTAGE
Afrikaans	0,3%
English	0,9%
IsiNdebele	1,3%
IsiXhosa	0,1%
IsiZulu	95,6%
Sepedi	0,2%
Sesotho	0,1%
Setswana	0,5%
Sign Language	0,4%
SiSwati	0%
Tshivenda	0%
Xitsonga	0%
Other	0.1%
Not Applicable	0,6%

C.1.4.1 EARLY CHILD DEVELOPMENT (ECD)

Assupol Community Trust (ACT) is responsible for accelerating integrated universal access to ECD, and it has identified KwaZulu-Natal specifically Nquthu and Msinga as designated communities to support. However, the Assupol Trust does not only promote universal access to ECD, but also assist in improving the quality of ECD for children between 0-5 years.

Assupol Community Trust (ACT) was established in 2010 as part of execution and fulfilment of demutualization process. This trust is a registered Public Benefit Organisation (PBO) established to benefit designated communities in a non-profit, charitable manner with philanthropic intent. Its sole purpose is to contribute towards Early Childhood Development (ECD) for children 0-5 years old.

This programme was developed to respond to some of the challenges facing Children in South Africa e.g.

- 2.3 million are affected by abject poverty.
- 6% of them have special needs.
- 23% of children under 5 are stunted as a result of malnutrition.
- Many children under 5 dies from preventable diseases.
- Less than 25% have access to any form of ECD programme. Where programmes exist, they are generally poor in quality.

C.1.4.1.1 STRATEGIC INTENT

The **Vision of the South African Policy** on ECD is that all infants and young children and their families in South Africa live in environments conducive to their optimal development.

Hence, **Assupol Community trusts' vision** is to ensure universal access to ECD by 2030.

- The mission is to ensure that children between the age of 0-5 years in South Africa develop to their full potential in line with their rights and needs.
- To realise this vision, ACT set ourselves **Four Strategic** Objectives:
    - **Access to ECD services** - To improve access to ECD for children between 0-5 years in Msinga and Nquthu by 2021.
    - **Quality ECD Services for children 0-5 years** - To improve the quality of ECD services in Msinga and Nquthu by 2021.
    - **Compliance with the registration, health and safety requirements** - To facilitate compliance with basic standards of registration, health and safety in line with Children's Act and municipal by-laws in Msinga and Nquthu.
    - **Governance, partnerships, and stakeholder relations** - To promote good governance, partnerships, and stakeholder relations in CoT and Umzinyathi.

Through the implementation of these strategic objectives the ACT envisaged following outcomes:

- Increase in the number of children between 0-5 years accessing ECD in Msinga and Nquthu.
- Increase in the number of children with disabilities accessing ECD in Msinga and Nquthu.
- Children living in an environment of care, development, safety, and security.
- Children developed performing better and ready for school (health, growth, and nutrition).
- Parents involved and supporting development of their children.
- CoT and Umzinyathi prioritizing in their Integrated Development Programmes (IDPs) funding of ECD services.

C.1.4.1.2 HOLISTIC ECD PROVISIONING

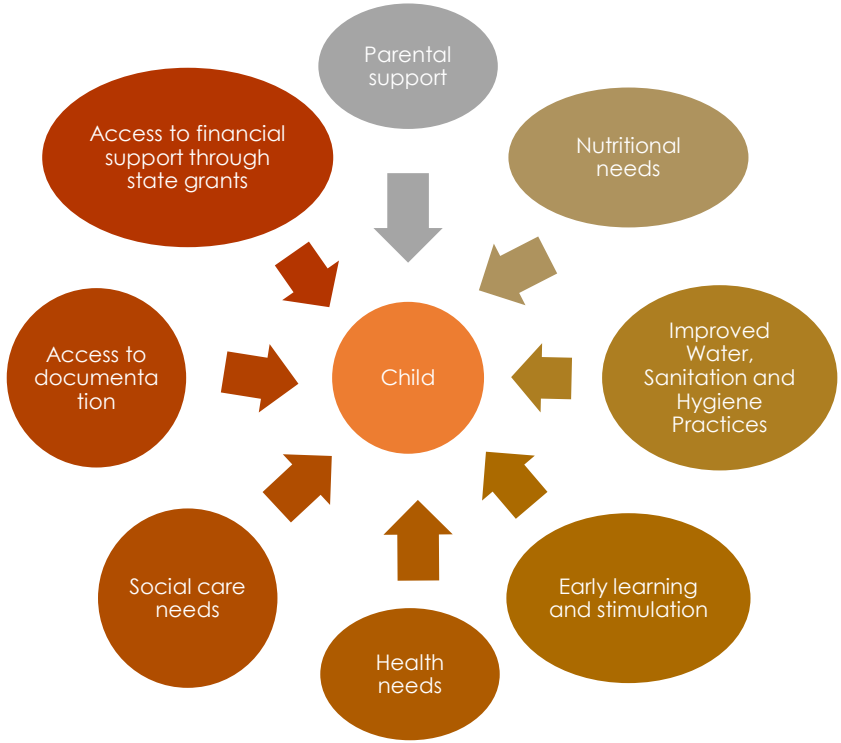
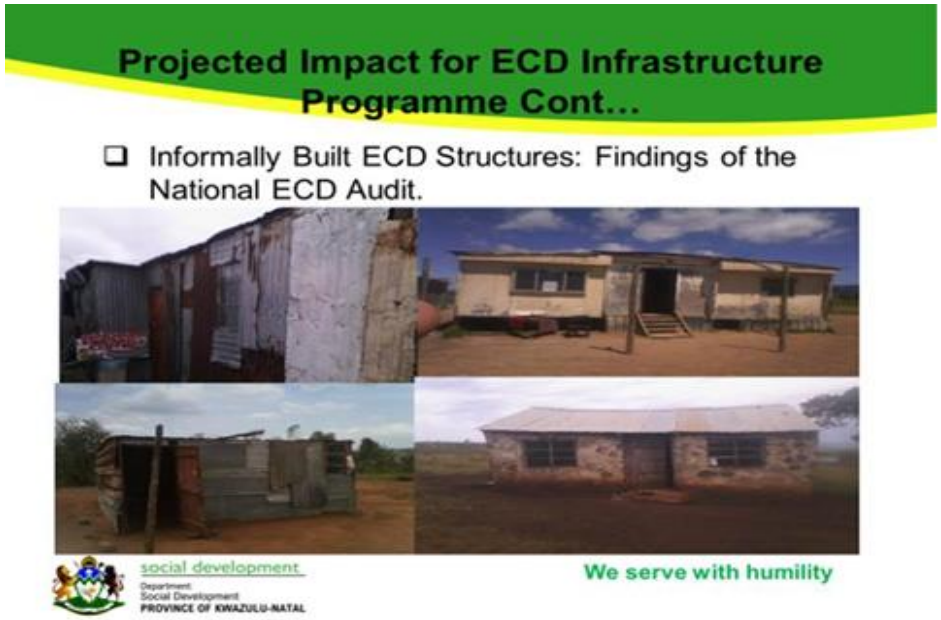


FIGURE 9: ECD SERVICES

C.1.4.1.3 MSINGA MUNICIPALITY ECD OVERVIEW

An audit was conducted in Msinga Municipality to determine the state of ECD service delivery for the age of 0-5 years children. However, the audit highlighted the following ***ACCESS AND QUALITY*** to inform support to be provided by ACT in partnership with other role players.

a. 111 ECDs in Msinga with 3631 children were audited.
b. Findings indicated serious challenges with compliance to regulatory framework and meeting norms and standards.
c. Less than 1% children with disabilities access ECD.
d. 79% of children were not accessing ECD with the highest number in 0-2 cohort.
e. A majority of ECD centres not complying with safety and health standards and exposing children to hazards as a result of poor infrastructure.
f. Water and sanitation biggest challenge with some centres with no toilets.
g. Over 50% did not have indoor and outdoor educational equipment.
h. 55% of food provided by parents.



C.1.4.1.4 PROGRESS TO DATE FROM 2016

- 93% of centres have a potential to meet norms & standards, get registered, and get govt funding if they receive the right kind of support.
- 22 ECD Centre Repaired & 18 New ECD Buildings (Msinga & Nquthu).
- 1 547 Children now in centres meeting health & Safety standards.
- 40 Centres have green light to register with DSD for partial care.



PICTURE REPRESENT: Centres have a potential to meet norms & standards.



C.1.5 ACCESS TO BASIC SERVICES

The subject area is a largely rural area, 69% of which (1,725 km^2) being Traditional Authority land held in trust by the Ingonyama Trust. The remaining 31% of land is commercial farmland, 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.

C.1.5.1 WASTE REMOVAL

The provision of refuse removal services in Msinga LM is very limited. According to the information in **Figure 7**, less than 5% 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. However, the appointment of the environmental officer has help with improving the refuse removal services through introduction of new projects as per provincial requirements & compliance with uMzinyathi District Municipality Waste Management Plan.

The existing landfill has been formalised and registered. The Msinga Municipality Integrated Waste Management Plan (IWMP) adopted on the 28 May 2019 states that the Municipality has a B+ landfill site, there are currently no internal and external audits being done by the Msinga Municipality, the lifespan of the facility is 25 years, and the landfill was licensed in 2000 by the Department of Water Affairs and Forestry.

The limitations facing the Municipality are limited to the financial capacity and ability to further extend existing refuse removal services.

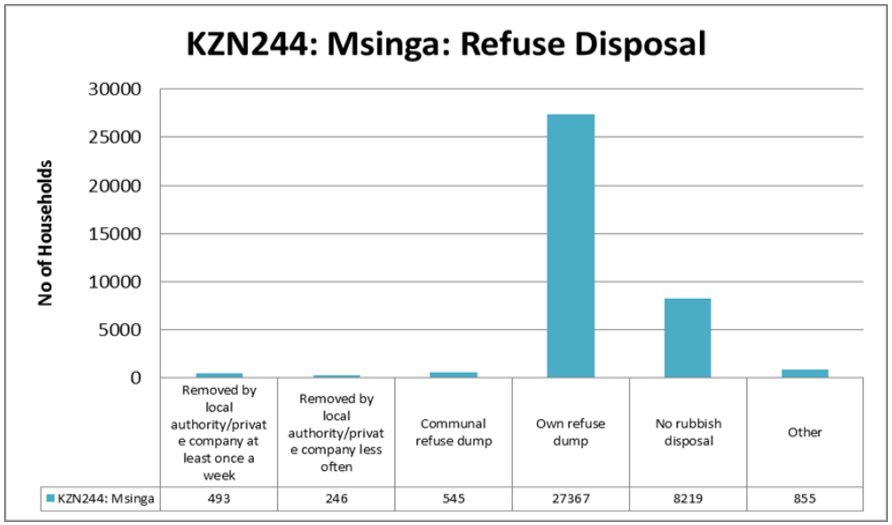


FIGURE 10: WASTE REMOVAL SERVICES MSINGA LM CENSUS 2011 (STATS SA)

Although, the majority of households reportedly do not receive any form of refuse removal (Stats SA, Community Survey 2016). Current labour consists of a number of casual workers who work mainly in towns of Keates Drift, Tugela Ferry and Pomeroy to collect refuse (0.34%), grass cutting and unblock storm water drain cleaning.

TABLE 26: REFUSE REMOVAL CS 2016 (STATS SA)

MSINGA MUNICIPALITY	NO. OF POPULATION
Removed by local authority/private company/community members at least once a week	113 **(0.34%)**
Removed by local authority/private company/community members less often than once a week	47
Communal refuse dump	2482 **(6.5%)**
Communal container/central collection point	74
Own refuse dump	32839 **(85.6%)**
Dump or leave rubbish anywhere (no rubbish disposal)	484
Other	2333
Total	**38372**

As per 2016 StatsSA, the Municipality is still in the development stage, however, about 85.6% of the households are using their own refuse dumps which is not environmentally friendly. Hence, the Municipality is currently using the registered dumping site as follows **(figure 8):**

- Pomeroy landfill site: this dumping site is rehabilitated, fenced, and it meet environmental requirements and regulations.



FIGURE 11: POMEROY LANDFILL SITE

C.1.5.2 WATER

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

Accordingly, the 2011 StatsSA shows that only 20% of the total population has access to water (as per **figure 10**). Therefore, based on the population of

184 494, the population that has access to potable water (local scheme) is 4.7% and 6.7% has access to river/stream.

Other areas within the Municipality have taps 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 also noted that about 5% of the population has access to boreholes in the area, and it estimated that approximately 150 boreholes are operational as a result of poor maintenance or the water source itself being depleted. Water is thus a critical need.

The spatial distribution of different levels of access to water infrastructure is depicted on the attached thematic map **(Figure 22).** The very high concentration of households below the minimum level of water infrastructure provision in the Msinga Local Municipality is clearly evident.

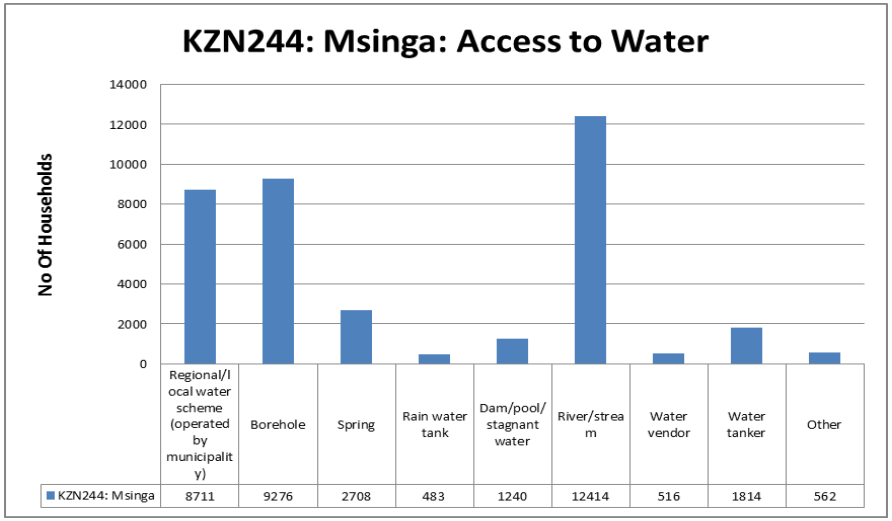


FIGURE 12: ACCESS TO WATER CENSUS 2011 (STATS SA)

With reference to main source of water, about 11% (20 108) of Msinga LM has access to the following source of water (Table 7).

TABLE 27: MAIN SOURCE OF WATER (CS 2016 (Stats SA))

Source Water	DC24: Umzinyathi	KZN241: Endumeni	KZN242: Nqutu	KZN244: Msinga	KZN245: Umvoti
Piped (tap) water inside the dwelling/house	16917	10433	1401	669	4415
Piped (tap) water inside yard	30496	6440	13322	4024	6709
Piped water on community stand	24618	1617	8293	9252	5457
Borehole in the yard	2360	138	397	298	1527
Rain-water tank in yard	2843	257	117	1574	895
Neighbours tap	1094	61	442	131	459
Public/communal tap	6605	102	2180	1103	3220
Watercarrier/tanker	7322	1244	443	3057	2578
Borehole outside the yard	11364	506	2899	6496	1463
Flowing water/stream/river	17795	30	2157	9422	6186
Well	707	-	-	-	707
Spring	3613	78	614	2200	721
Other	1057	228	357	146	326

C.1.5.3 ELECTRICITY

Msinga Municipality is not licensed to provide electricity; thus, **ESKOM is the sole service provider**. However, based on the total household of 38 372, about 56% of the household has access to electricity; this confirms that the Municipality working towards ensuring electrical capacity and infrastructure compared to only 12.8% of households had access to electricity in 2007 with remarkable increase to 25% in 2011.

TABLE 28: HOUSEHOLD ACCESS TO ELECTRICITY (CS 2016 (STATS SA))

Municipality	Yes	No	Unspecified	Total
DC24: Umzinyathi	88020	32848	5923	126791
KZN241: Endumeni	18043	2357	734	21134

KZN242: Nqutu	25723	5428	1470	32622
KZN244: Msinga	**19845**	**16711**	**1816**	**38372**
KZN245: Umvoti	24410	8352	1902	34664

The partnership of Eskom and Msinga LM in terms of infrastructure projects has enable the provision of 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.

TABLE 29: MAIN SOURCE OF ENERGY FOR COOKING CS 2016 (STATS SA)

KZN244: MSINGA	NO. OF HOUSEHOLDS	PERCENTAGE %
ELECTRICITY FROM MAINS	14593	38%
OTHER SOURCE OF ELECTRICITY (E.G. GENERATOR; ETC.)	21	0.05%
GAS	1059	2.8
PARAFFIN	842	2.2%
WOOD	20598	53.7%
COAL	854	2.2
ANIMAL DUNG	108	0.3%
SOLAR	57	0.2%
OTHER	145	0.4
NONE	95	0.2
TOTAL	**38372**	**100%**

Average portions of the Msinga Municipality have electricity and as a result most households use wood (53.7%) for cooking. In the past years Eskom and Msinga Municipality have 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.

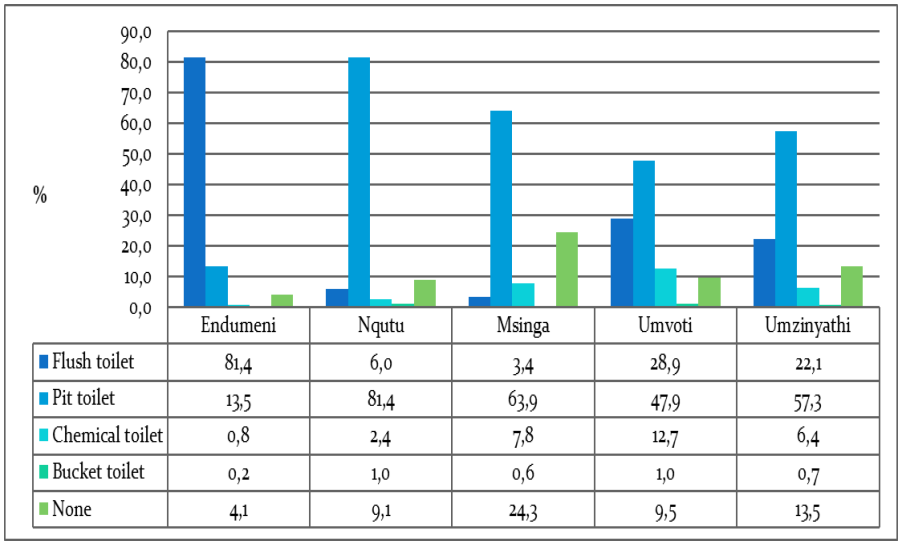
TABLE 30: PROPOSED ESKOM PROJECTS 2020/2021

NO.	PROJECT NAME	PROJECT TYPE	PROPOSED CONNECTIONS
1.	Ndanyana/Eshiyane Phase 2	Households	272
2.	Ntokozweni	Households	178
3.	Msinga Top (Mbhono)	Households	214
4.	Msinga Top (Hholwane)	Households	419
5.	Msinga Top (Nqabeni)	Households	373
6.	Mazabeko/Mahlaba	Households	486
7.	Extensions 6	Households Extensions	IOO
8.	Extensions 24	Households Extensions	IOO
9.	Msinga Top (Mbhono) Link Line	Infrastructure Link Line	
10.	Msinga Top (Hholwane) Link Line	Infrastructure Link Line	
11.	Msinga Top (Nqabeni) Link Line	Infrastructure Link Line	
12.	Ogungwini Phase 2 Link Line	infrastructure Link Line	
13.	Ndanyana/Eshiyane Phase 2 Link Line	Infrastructure Link Line	
14.	Ntokozweni Link Line	Infrastructure Link Line	

C.1.5.4 SANITATION

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

Access to sanitation services is also an indicator of the standard of living amongst the population in the sub-places. The graph below indicates levels of sanitation within the Municipality, and as per 2011 StatsSA about 63.9% of Msinga households has access to Pit toilets.



	Endumeni	Nqutu	Msinga	Umvoti	Umzinyathi
Flush toilet	81,4	6,0	3,4	28,9	22,1
Pit toilet	13,5	81,4	63,9	47,9	57,3
Chemical toilet	0,8	2,4	7,8	12,7	6,4
Bucket toilet	0,2	1,0	0,6	1,0	0,7
None	4,1	9,1	24,3	9,5	13,5

FIGURE 13: PERCENTAGE OF HOUSEHOLDS BY TYPE OF TOILET FACILITIES CENSUS 2011 (STATS SA)

The table below indicates in terms of the 2016 CSS, 25 800 households have access to flush toilets, while 2 938 households have no access to sanitation facilities and this number is being noted for improvement during the 2018/19 financial year. More households within the municipality are utilising the Pit Latrine VIP toilets with Ventilation Pipe, which is 55 191 households. The municipality disputes the number of 3 169 households which are categorised as using the bucket system, as the bucket system was eradicated by the municipality in 2008.

TABLE 31: CSS 2016 SANITATION PROVISION

Toilet Facilities	Umzinyathi	Endumeni	Nqutu	Msinga	Umvoti
Flush toilet connected to a public sewerage system	25800	16468	1426	341	7566
Flush toilet connected to a septic tank or conservancy tank	1178	234	308	309	327
Chemical toilet	15108	2804	4478	2261	5565
Pit latrine/toilet with ventilation pipe	55191	154	12819	30121	12095
Pit latrine/toilet without ventilation pipe	15508	375	6669	3438	5026
Ecological toilet (e.g. urine diversion; enviroloo; etc.)	3726	-	917	22	2787
Bucket toilet (collected by municipality)	57	-	57	-	-
Bucket toilet (emptied by household)	3112	266	2219	92	535
Other	4173	321	3294	353	206
None	2938	512	435	1435	557
Total	**126791**	**21134**	**32622**	**38372**	**34664**

Source : Statistics SA, CSS 2016

C.1.6 SOCIAL INFRASTRUCTURE

C.1.6.1 EDUCATION FACILITIES

The education levels show that out of the number of the people surveyed; few residents indicated that they have any form of higher education (2.5%). This indicate that Msinga Municipality do not have any form of higher education institution to help the community with developing their own professional skills.

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.

However, the introduction of the investments and community service node at Cwaka area (uMgungundlovu TVET College), will strengthen the ribbon development pattern along the R33. Furthermore, address the issue of approximately 80% of Msinga population without higher education.

TABLE 32: EDUCATIONAL FACILITIES (SOURCE: DEPARTMENT OF EDUCATION)

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

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 number 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.

C.1.6.2 HEALTH

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

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

C.1.6.3 HOUSING

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

However, the housing department within the Municipality is currently reviewing its Housing Sector Plan to ensure compliance with the legislation and to create an informing housing plan within the Municipality with current status quo.

The rural nature of the Msinga LM clearly depicted by the fact that about 73% (CS StatsSA, 2016) of households are residing in traditional dwellings constructed of traditional materials and approximately 24% of households are Formal dwelling/house or brick/concrete block structure on. No substantial occurrence of informal settlements or dwellings in backyards is prevalent in the Municipality.

Currently, the Municipality has four (4) active projects all at different stages namely, Pomeroy Urban Housing, Douglas Rural Housing, Msinga Top Rural Housing, and Mkhuphula Rural Housing.

C.1.6.3.1 ACTIVE PROJECTS AT DETAILED PLANNING/CONSULTATION STAGE (2021/22 FINANCIAL YEAR)

A. MKHUPHULA RURAL HOUSING PROJECT

- Project Yield: 1 000 units
- Project Value (Planning Stage): R3 086 740.00
- Project Expenditure: R2 287 090.00
- Total Balance Remaining: R799 650.00 (2021/22)
- Financial Year Budget: R532 000.00 (2021/22)

Project Approval has been granted and the appointment of the I.A has been concluded. Stage 1/ detailed planning milestones have commenced and are at advanced stages. Project anticipated to be closed out for stage during the upcoming financial year.

B. NTENESHANE RURAL HOUSING PROJECT

- Project Yield: 1 000 units
- Project Value (Planning Stage): R3 086 740.00
- Project Expenditure: R1 064 095.00
- Total Balance Remaining: R2 022 645.00 (2021/22)
- Financial Year Budget: R1 500 000.00 (2021/22)

Project Approval has been granted and the appointment of the I.A has been concluded. Stage 1/ detailed planning milestones have commenced and are at advanced stages. Project anticipated to be closed out for stage during the upcoming financial year.

C. NHLALAKAHLE PHASE 2 RURAL HOUSING PROJECT

- Project Yield: 1 000 units
- Project Value (Planning Stage): R3 086 740.00
- Project Expenditure: R 2 619 512.50
- Total Balance Remaining: R467 227.50 (2021/22)
- Financial Year Budget: R467 227.50 (2021/22)

Project Approval has been granted and the appointment of the I.A has been concluded. Stage 1/ detailed planning milestones have commenced and are at advanced stages. Project anticipated to be closed out for stage 1 during the upcoming financial year.

D. DOUGLAS RURAL HOUSING PROJECT

- Project Yield: 1 000 units
- Project Value (Planning Stage): R3 086 740.00
- Project Expenditure: R 1 563 203.50
- Total Balance Remaining: R1 523 536.50
- Financial Year Budget: R550 000.00 (2021/22)

Project Approval has been granted and the appointment of the I.A has been concluded. Stage 1/ detailed planning milestones have commenced and are at advanced stages. Project anticipated to be closed out for stage 1 during the upcoming financial year.

E. POMEROY IRDP/SERVICED SITES PROJECT

- Project Yield: 577 units
- Project Value (Planning Stage): R2 023 094.71
- Project Expenditure: R0
- Financial Year Budget: R1 000 000.00 (2021/22).

Project Approval has been recently granted. Pre-feasibility/detailed planning milestones to commence as soon as the appointment of professional service providers has been concluded and once the contractual arrangements have been finalized.

F. INKULULEKO DEVELOPMENT PROJECT NO.2 (CWAKA)

- Project Yield: 251 units
- Project Value (Planning Stage): R880 063.73
- Project Expenditure: R0
- Financial Year Budget: R586 000.00 (2021/22)

Project Approval has been recently granted. Pre-feasibility/detailed planning milestones to commence as soon as the appointment of professional service providers has been concluded and once the contractual arrangements have been finalized.

C.1.6.3.2 MSINGA NEW / PIPELINE PROJECTS (2022/23 FINANCIAL YEAR)

A. SAMPOFU RURAL HOUSING PROJECT

Project Name : Sampofu Rural Housing Project
Ward No. : 04
Project Type : Rural
Project No. : TBA
Implementing Agent: TBA
Project Yield : 1 000 units
Project Value (Planning Stage): R3 086 740.00

A submission is currently in preparation for reservation of subsidies, stage 1 approval, and appointment of a professional team from the KZN DoHS Built Environment data base in order to conduct pre-feasibility assessment as well as stage 1 detailed planning activities only.

B. **NGOME RURAL HOUSING PROJECT**
Project Name : Ngome Rural Housing Project
Ward No. : 11
Project Type : Rural
Project No. : TBA
Implementing Agent: TBA
Project Yield : 1 000 units
Project Value (Planning Stage): R3 086 740.00

A submission is currently in preparation for reservation of subsidies, stage 1 approval, and appointment of a professional team from the KZN DoHS Built Environment data base in order to conduct pre-feasibility assessment as well as stage 1 detailed planning activities.

C. **MZWENI RURAL HOUSING PROJECT**
Project Name : Mzweni Rural Housing Project
Ward No. : 02
Project Type : Rural
Project No. : TBA
Implementing Agent: Mkhombe Developments
Project Yield : 1 000 units
Project Value (Planning Stage): R3 086 740.00

A submission is currently in preparation for reservation of subsidies and stage 1 approval in order to conduct pre-feasibility assessment as well as stage 1 detailed planning activities.

D. **MAHLABA RURAL HOUSING PROJECT**
Project Name : Mahlaba Rural Housing Project
Ward No. : 18
Project Type : Rural
Project No. : TBA
Implementing Agent: Umpheme Developments
Project Yield : 1 000 units
Project Value (Planning Stage): R3 086 740.00

A submission is currently in preparation for reservation of subsidies and stage 1 approval in order to conduct pre-feasibility assessment as well as stage 1 detailed planning activities.

E. **MBHONO RURAL HOUSING PROJECT**
Project Name : Mbhono Rural Housing Project
Ward No. : 14
Project Type : Rural
Project No. : TBA
Implementing Agent: Mfumbathi Projects
Project Yield : 1 000 units
Project Value (Planning Stage): R3 086 740.00

A submission is currently in preparation for reservation of subsidies and stage 1 approval in order to conduct pre-feasibility assessment as well as stage 1 detailed planning activities.

F. **MTHEMBU PHASE 2 RURAL HOUSING PROJECT**
Project Name : Mthembu Phase 2 Rural Housing Project
Ward No. : 3&5
Project Type : Rural
Project No. : TBA
Implementing Agent: G.K Rainbow Construction
Project Yield : 1 000 units
Project Value (Planning Stage): R3 086 740.00

A submission is currently in preparation for reservation of subsidies and stage 1 approval in order to conduct pre-feasibility assessment as well as stage 1 detailed planning activities.

C.1.6.3.3 ACTIVE PROJECTS AT CONSTRUCTION STAGE (2021/22 FINANCIAL YEAR)

A. EZIBOMVINI HOUSING PROJECT
Project Name : Ezibomvini Housing Project
Project Type : Rural
Project No. : K11100007
Implementing Agent : BMS Consulting
No. of Sites : 500
No. of Beneficiaries : 500
Project Value : R 51 175 427.34

Project Expenditure : R 37 588 486.52

- ✓ Project is not budgeted for in 2020/21 but a virement will be done to complete the project.
- ✓ The top structure construction commenced in year 2015.
- ✓ The status stand at 420 Foundations, 417 Wall plates and 405 Completions.
- ✓ The project is stalled due to the poor performance of an IA.
- ✓ The department will appoint the new IA from departmental built environment database to complete the project.

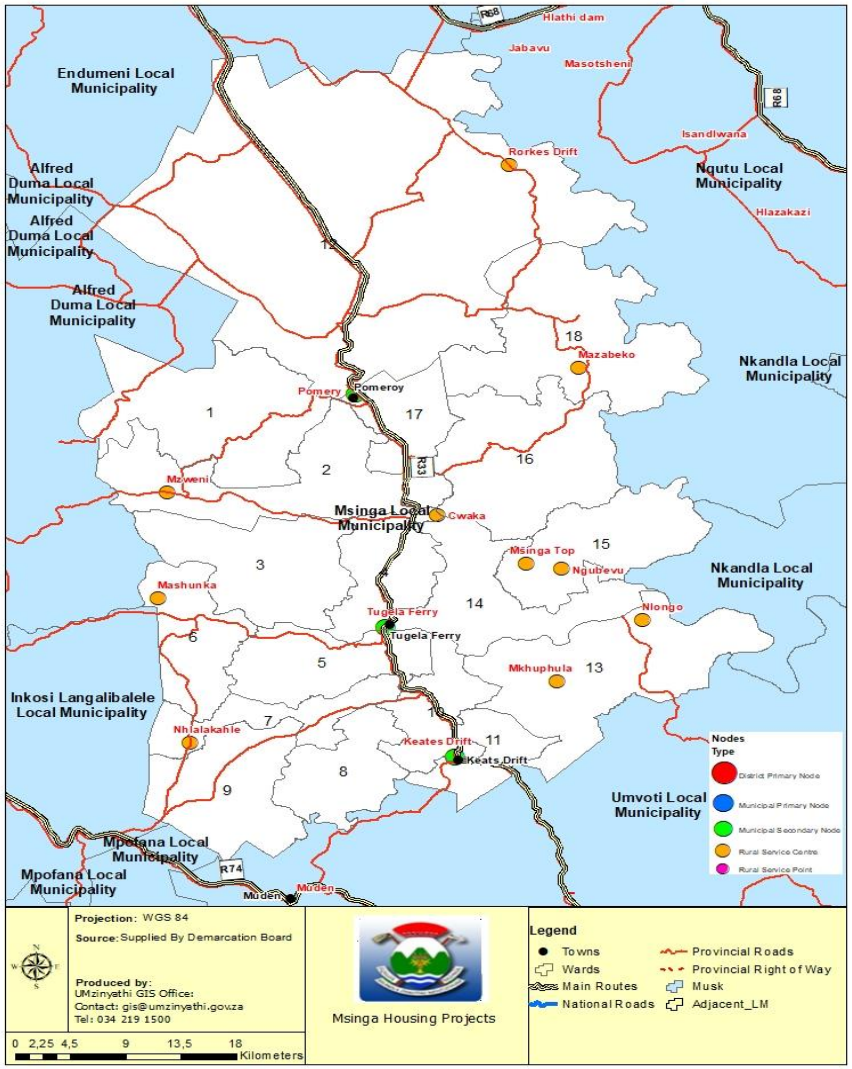
B. MSINGA TOP RURAL HOUSING PROJECT

Project Name : Msinga Top Rural Housing Project
Project Type : Rural
Project No. : K0412005
Implementing Agent : Mabune Consulting cc
No. of Beneficiaries : 300
Project Value : R43 922 672,00
Project Expenditure : R34 374 891,54
Financial Year Budget : R 8 128 000,00 (2021/2022

- ✓ The top structure construction commenced in September 2019.
- ✓ The status stand at 277 Foundations, 263 Wall plates and 256 Completions to date.
- ✓ The project is still active and have no challenges.
- ✓ The application for the second phase of 300 units has been received and considered for approval.

C. MZINYATHI OPERATION SUKUMA SAKHE: MSINGA LOCAL MUNICIPALITY

Project Name : OSS for 215 beneficiaries at Msinga Municipality
Project Type : Emergency Program
Project No. : K14020017/20
Implementing Agent : Brocon Miands JV
No. of beneficiaries : 215
Project Value : R 23 853 606.00
Project Expenditure : R 11 527 442,25
No. of Units Completed : 102
Financial Year Budget : R 3 810 000,00 (2021/2022)



MAP 4: MSINGA HOUSING PROJECTS

C.1.6.4 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.

The welfare department has addressed the mater of pay-outs points distributed throughout the Municipal area. The pay-outs do not take place in open areas anymore, and the community has access to limited infrastructure available at these points.

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.

C.1.6.4.1 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.

C.1.6.4.2 THE DISABLED

With regards to Community Survey 2016, about 2.1% of Msinga Municipality '**cannot do at all** or **have a lot of difficulty** in seeing, hearing and self-care'. Therefore, 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.

TABLE 33: DIFFICULTY IN HEARING (CS 2016 (STATS SA))

DIFFICULTY IN HEARING	DC24: UMZINYATHI	KZN244: MSINGA
No difficulty	461534	152923
Some difficulty	18450	4875
A lot of difficulty	3284	698
Cannot do at all	345	142
Do not know	22	-
Unspecified	274	101
Not applicable	70973	25756
Total	554882	184494

Table 34: DIFFICULTY IN SEEING (CS 2016 (STATS SA))

DIFFICULTY IN SEEING	DC24: UMZINYATHI	KZN244: MSINGA
No difficulty	440557	148799
Some difficulty	34382	8311
A lot of difficulty	8435	1388
Cannot do at all	261	139
Do not know	-	-
Not applicable	70973	25756
Unspecified	274	101
Total	**554882**	**184494**

TABLE 35: DIFFICULTY IN SELF-CARE (CS 2016 (STATS SA))

DIFFICULTY IN SELF CARE	DC24: UMZINYATHI	KZN244: MSINGA
No difficulty	466080	152726
Some difficulty	12976	4461
A lot of difficulty	3601	1005
Cannot do at all	944	412
Do not know	34	34
Unspecified	274	101
Not applicable	70973	25756
Total	**554882**	**184494**

C.1.6.4.3 WOMEN

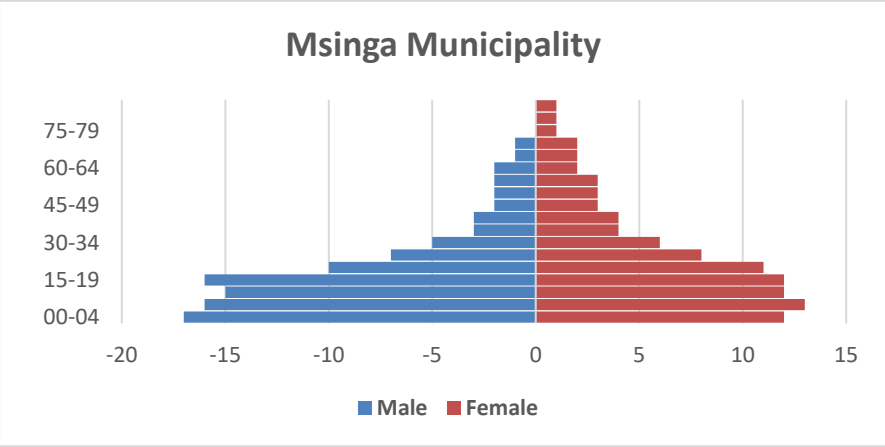


FIGURE 14: POPULATION DISTRIBUTION (CS 2016)

With reference to the bar graph above.

- 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.
- When correlating this graph to educational levels one notices a drop out before Grade 12 more on the women than men. Initiatives aimed at keeping girls at school until Matric are required and the Municipality has started a Matric awards programme held once a year to celebrate matric students that have excelled in different fields, with this the Municipality with the Department of Education is working through positive reinforcements; awarding the good behaviour to inspire greatness in those who follow.
- Women empowerment programs conducted by the Municipality include capacitating women coops e.g.
    - Qinisela Agri-processing: a group of women that the Municipality built a structure for and continues to support financially and technically. The cooperation uses agricultural products to make processed goods such as Jams, Atchaar, beetroot etc.
    - A group of 950 women working to maintain the municipal roads.
- 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.

C.1.7 SOCIAL DEVELOPMENT ANALYSIS

C.1.7.1 BROAD BASED COMMUNITY NEEDS

The list of the needs derived at the Community based planning is reviewed annually. 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

C.1.7.2 HEALTH AND EDUCATION ANALYSIS

C.1.7.2.1 EDUCATION FACILITIES

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

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

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

The challenge, with this number 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.

C.1.7.2.2 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 that 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 that grade 12 is very low.

These levels of education impact 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.

C.1.7.2.3 HEALTH

The spatial distribution of health facilities is depicted on the map below 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.

C.1.7.2.4 CLINICS

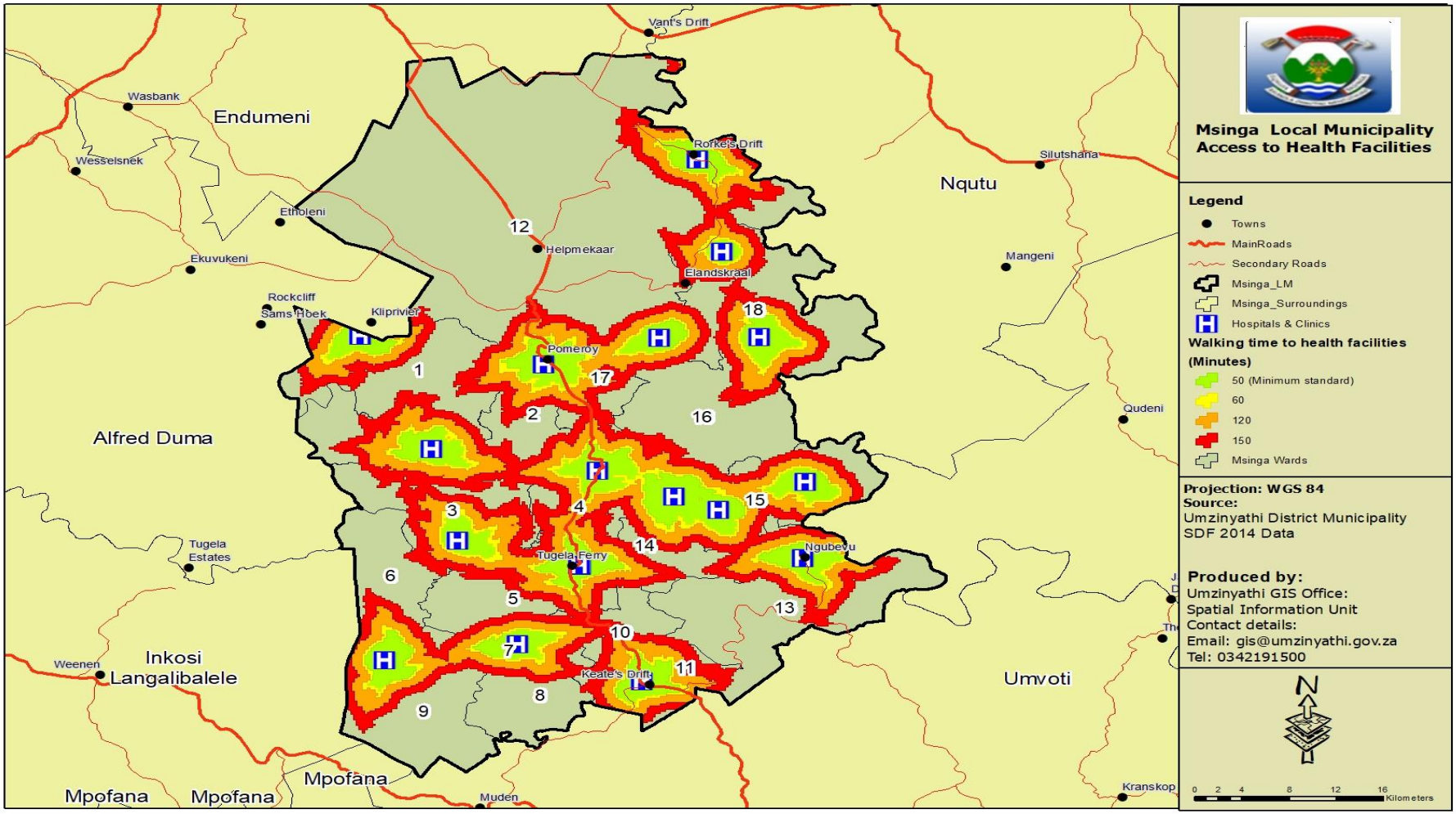
Msinga has a total of seventeen Clinics and these Clinics are spread relatively evenly throughout the Municipality's denser settlement areas, including the main small villages in the area. The map depicts existing clinics with an

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.

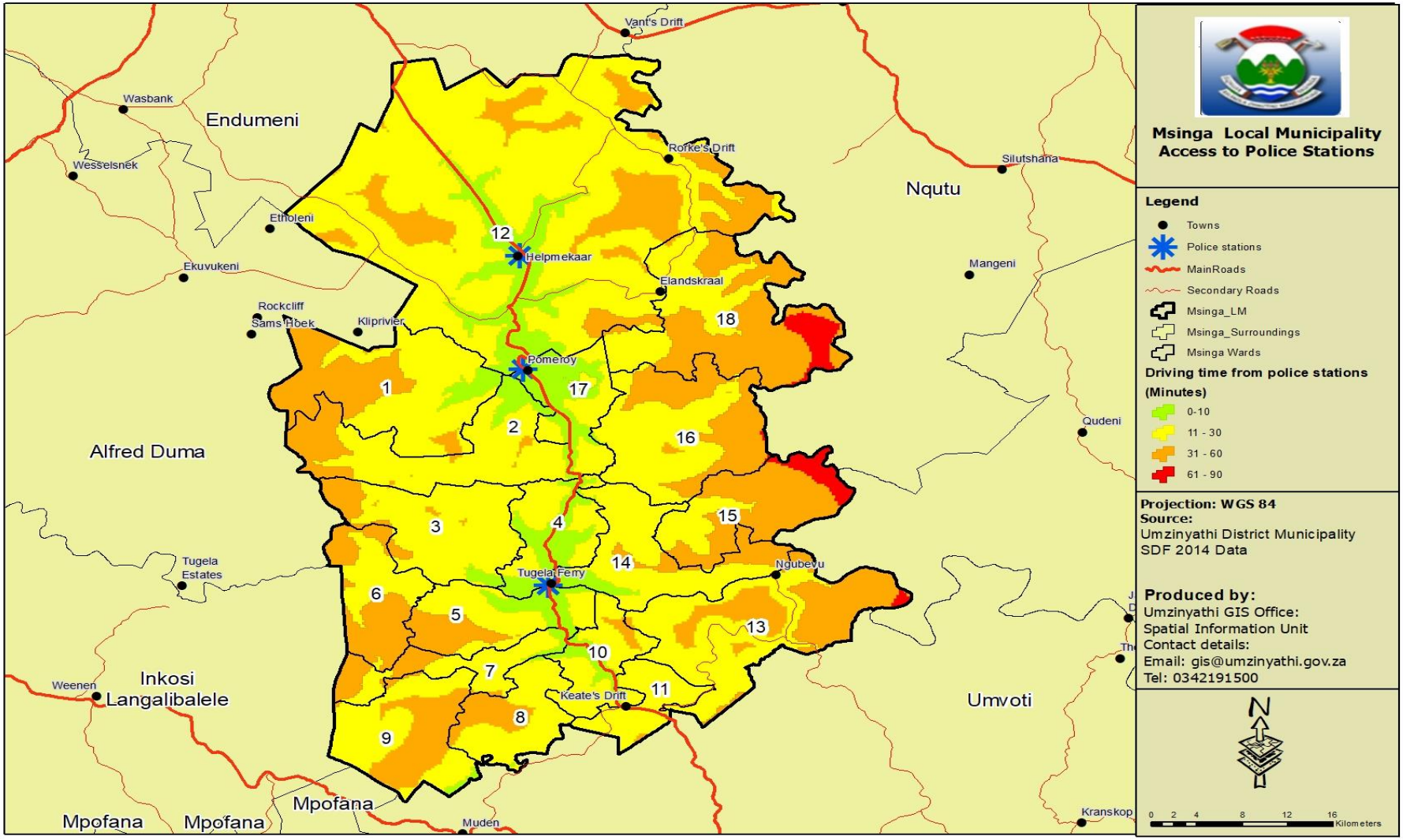
Considering this, the majority of the population of the Msinga Municipality is located at a distance of more than 5km from a clinic. The majority of these clinics are located adjacent to a provincial road, which improves accessibility to those portions of the population who have access to and via these roads.

C.1.7.2.5 SAFETY AND SECURITY

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



MAP 5: ACCESS TO HEALTH FACILITIES



MAP 6: ACCESS TO POLICE STATIONS

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 southeast of the Municipality, around the KwaDolo area. It can be assumed that the area is relatively well serviced by police stations.

C.1.7.2.6 NATIONAL BUILDING & SOCIAL COHESION

i. COMMUNITY DEVELOPMENT WITH SPECIAL FOCUS ON VULNERABLE GROUPS

a. YOUTH DEVELOPMENT

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

b. PEOPLE WITH DISABILITIES

The Municipality has various projects aimed at assisting People with Disabilities in this financial year which include Educational projects, events, etc.

c. ELDERLY

The Municipality has more female elderly than men. The interventions aimed at this group are not enough judging by the number of elderlies 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.

d. 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 (10) 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. The newly constructed roads will each be maintained by ten economically deserving women. Celebrations and gatherings aimed at improving participation of women in governance are held such as the celebration of the women's day as depicted in the implementation plan. Development of women within the Municipality is evident in that the current Municipal staff is made up of 55 women.

e. 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.

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

f. EARLY CHILDHOOD DEVELOPMENT

The Municipality has high number of children under the age of five, however due to financial implications only two programmes aimed at developing young children's morality through culture will be implemented in 2019/2020. Young girls are encouraged to participate in the Reed dance scheduled for the month of August and September.

C.1.7.3 IMPACT OF HIV/AIDS

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

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

C.1.7.4 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%.

C1.7.5 NATURAL CHALLENGES

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

The highly scattered population densities create a lot of challenges with regards to equal provision of services, as well as the identification of a common Economic Development Initiatives to impact on the livelihoods of all residents in the Municipality. It will be necessary to identify potential areas for densification, where provision of services can be done cost-effectively, and efficient economic initiatives could be implemented. It is essential that the Municipality puts in measures that protect environmental sensitive areas and therefore ensure that no land use is proposed in an area, where the specific land use can have detrimental effects on the environment.

The presence of a large number of rivers and high volumes of water implies that safety of communities also needs to be considered by locating them outside possible flood line areas. The area located along the flood plain is a presenting a threat to the Municipality, following catastrophic disasters that have taken place in two consecutive two years. The Municipality should ensure effective land use management and building management by developing a single land use scheme while ensuring efficient processing of development applications.

C.2.0 CROSS CUTTING ISSUES (SPATIAL, ENVIRONMENTAL AND DISASTER MANAGEMENT)

C.2.1 STRUCTURAL ELEMENTS

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

C.2.2 SETTLEMENT PATTERN

Msinga Municipality is predominantly rural in character with the majority of the land being part of Ingonyama Trust Land. Settlement pattern occurs in the form of expansive rural settlements scattered evenly in space.

The development in most areas is typical traditional i.e., a scattered settlement pattern with an absence of a strong nodal hierarchy. Uneven topography, membership of the community and traditional land allocation practices are the major factors that shapes settlement pattern. The terrain is very rugged and steep which makes service delivery costly to achieve for all households.

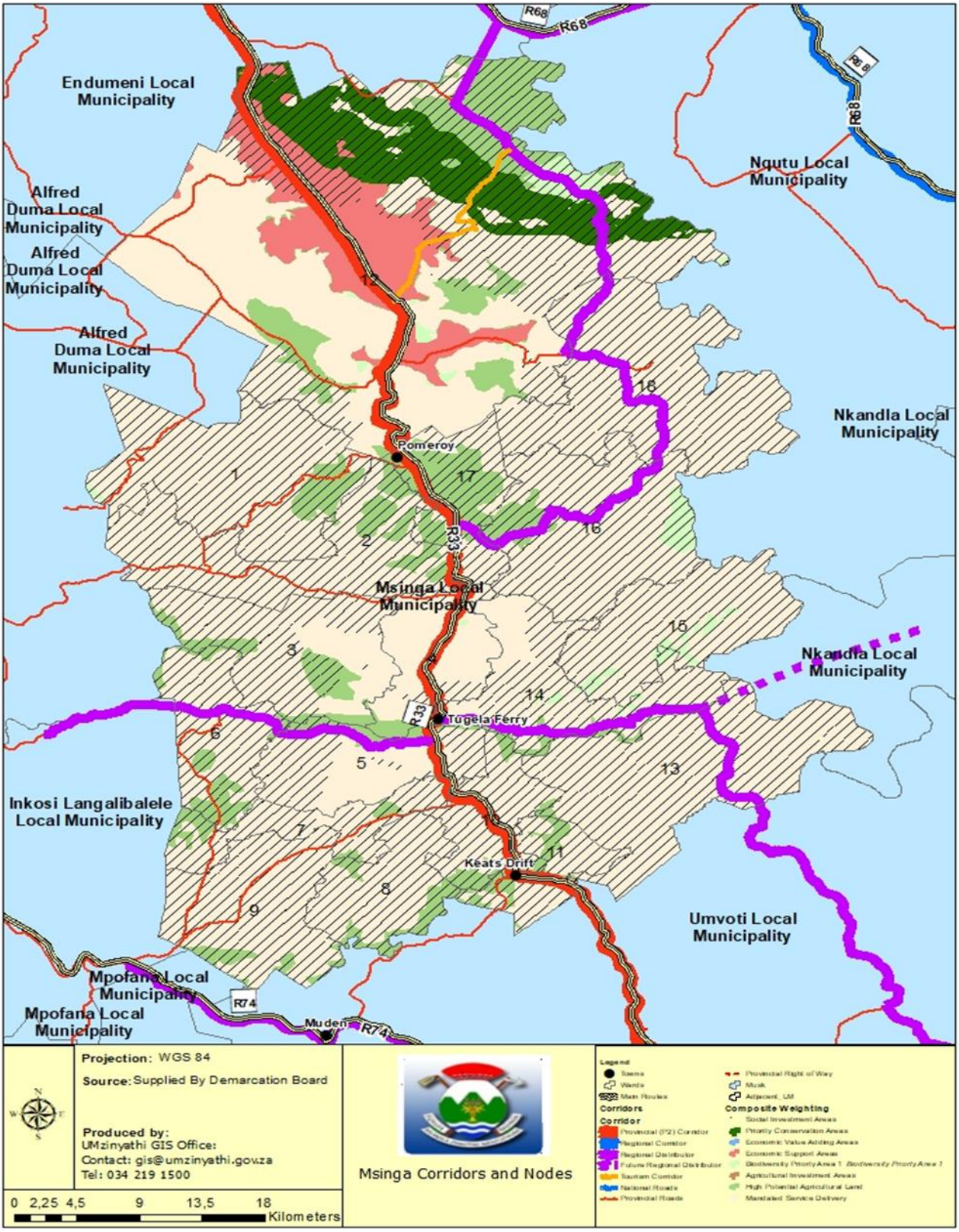
C.2.3 EXISTING NODES AND CORRIDORS

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

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

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

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



MAP 7: SPATIAL INTERPRETATION MAP

TABLE 36: MUNICIPAL MOVEMENT CORRIDORS

CORRIDOR	LINKAGES
Provincial Corridor	▪ R33 Greytown, Keates Drift, Tugela Ferry, Pomeroy & Dundee.
Regional Distributor	▪ P190 & P365 Route linking R68 to Rorkes Drift, Mazabeko & R33. ▪ P 17 Route linking R103 to Tugela Ferry, Kwa-Dolo and Kranskop (via R74).
Tourism Corridor	▪ P53 Route between Pomeroy and Rorkes Drift (Battlefields)

C.2.4 DERMACATION PROCESS

Municipal Demarcation Board in October 2019 had a technical consultation with planning officials e.g., GIS, Town Planner & Municipal Mangers, regarding ward delimitation for preparation of 2021 elections, commencing with the delimitation of wards for all Category A Metropolitan and Category B Local Municipalities by the Municipal Demarcation Board (MDB).

The ward delimitation process was based on the few terms and conditions introduced by the Minister of COGTA by publishing the formulae to calculate the number of councillors (ward delimitation). One of the conditions was that within a ward a population should be less than 4 500. This was to allow local Municipalities officials together with municipal managers to propose their own ward delimitation based on their own agenda and provide a valid reason for its proposal for 2021 elections.

Msinga Municipality as the Category B Local Municipality, final proposed add up to twenty-one (21) wards. Therefore, the Municipal Demarcation Board proposed that Msinga Municipality will be having an additional of three (3) wards in the financial year 2021 – 2022. This means the Municipality will be slightly affected as follows:

- ✓ The Municipal Demarcation boundary will not change but the Ward Number will change.
- ✓ Less ward demarcation and easy to manage.
- ✓ Productive ward meetings, and manageable ward-based plans.

C.2.5 BROAD LAND USES

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

C.2.5.1 RESIDENTIAL USE

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

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

C.2.5.2 GRAZING LAND

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

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

C.2.5.3 CONSERVATION AND TOURISM USE

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

Fugitives Drift Nature Reserve. Some existing tourism activities exist around the Tugela Ferry and Keate's Drift areas.

C.2.5.4 TOURISM CENTRE ESTABLISHMENT

Msinga Municipality has conducted a feasibility study with an aim to fully unlock its tourism potential as a rural Municipality and intends to develop a Tourism Centre at the KwaKopi Area in Ward 10, along the R33 Road. The proposed building site **in KwaKopi Area**, which is along the R33 Road and ± 4 kilometres from Tugela Ferry Town where the Municipal administrative offices as well as most prime private accommodation establishments are located.

The study concluded that the establishment of a Tourism Centre at this site would be feasible. In undertaking this study, the research team reviewed all the relevant Local, District, Provincial and National tourism planning literature, visited and engaged with Msinga Tourism and Hospitality sector stakeholders, visited the proposed building site for the envisaged Centre, defined a market catchment for the Centre; and conducted market research into the demand and supply conditions for tourism attractions, products, and services within Msinga Municipality as a whole.

Establishment of a Tourism Centre at the proposed site would not be without potential challenges, which will have to be overcome if such a development were to attract capital funding and ultimately operate sustainably to support local tourism as a sector. These challenges include the need to thoroughly develop local tourist attractions, directly and indirectly; ensure noticeability through adequate signage of such attractions; establish a vibrant and effective sector coordination mechanism where local tourism and hospitality business are able to interact with each other better.

C.2.5.5.1 DESCRIPTION OF THE PROPOSED TOURIMS CENTRE

The envisaged facility shall comprise of the following, among other primary amenities:

1) Visitor Information Centre (VIC) i.e., a fully operational resource centre with archives.
2) Bookings and Reservations Desk
3) Statue / Sculpture
4) A Viewing Deck; providing access to spectacular views of Tugela Ferry Town and mountains.
5) Curio / Craft Shop
6) Restaurant or Coffee Shop
7) Internet Access / Wi-Fi
8) Internet Café
9) Open Local Handicraft Market (with trading stalls)
10) Tourism Development Section (for conducting scheduled Capacity Building workshops supporting Local SMMEs and Co-Operatives in the Tourism Value Chain)
11) Sufficient Parking Space
12) Automated Teller Machines (ATMs)

C.2.5.5 COMMERCIAL USE

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

On the other hand, the informal sector (which consists of traders and hawkers), are found concentrated along main road R33 and in within rural clusters especially in busy intersections and taxi ranks. While the informal trading has been increasing steadily as a business activity.

C.2.5.5.1 TUGELA FERRY SHOPPING MALL

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

C.2.5.5.2 MSINGA FET

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

C.2.5.5.3 TUGELA FERRY SHELL PETROL SERVICE STATION

The upgrading of the existing Shell petrol filling station located opposite the Tugela Ferry SAPS before crossing the Tugela River Bridge was approved in

the 2012/2013 financial year to reduce the congestion experienced daily in the town.

C.2.5.5.4 POMEROY COMMUNITY HEALTH CENTRE

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

C.2.5.6 AGRICULTURAL USE

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

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

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

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

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

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

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

From the Land Cover map (Figure 16), it is evident that the majority of the land cover is thicket and natural grassland, with subsistence cultivation scattered widely throughout the Municipality, The Southwestern 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.

C.2.6 LAND OWNERSHIP

Msinga Municipality has 18 wards and approximately sixteen (16) wards are held in trust under Ingonyama Trust Board, and approximately two (2) wards are state land while about half the land in ward 12 is privately owned. A pocket of state-owned land occurs in ward 12, 17 and ward 18. It is clear that the Municipality is split into two larger distinct land ownership areas, with the southern part of the Municipality falling mostly under the ownership of the Ingonyama Trust Board, with the northern part falling under various types of ownership.

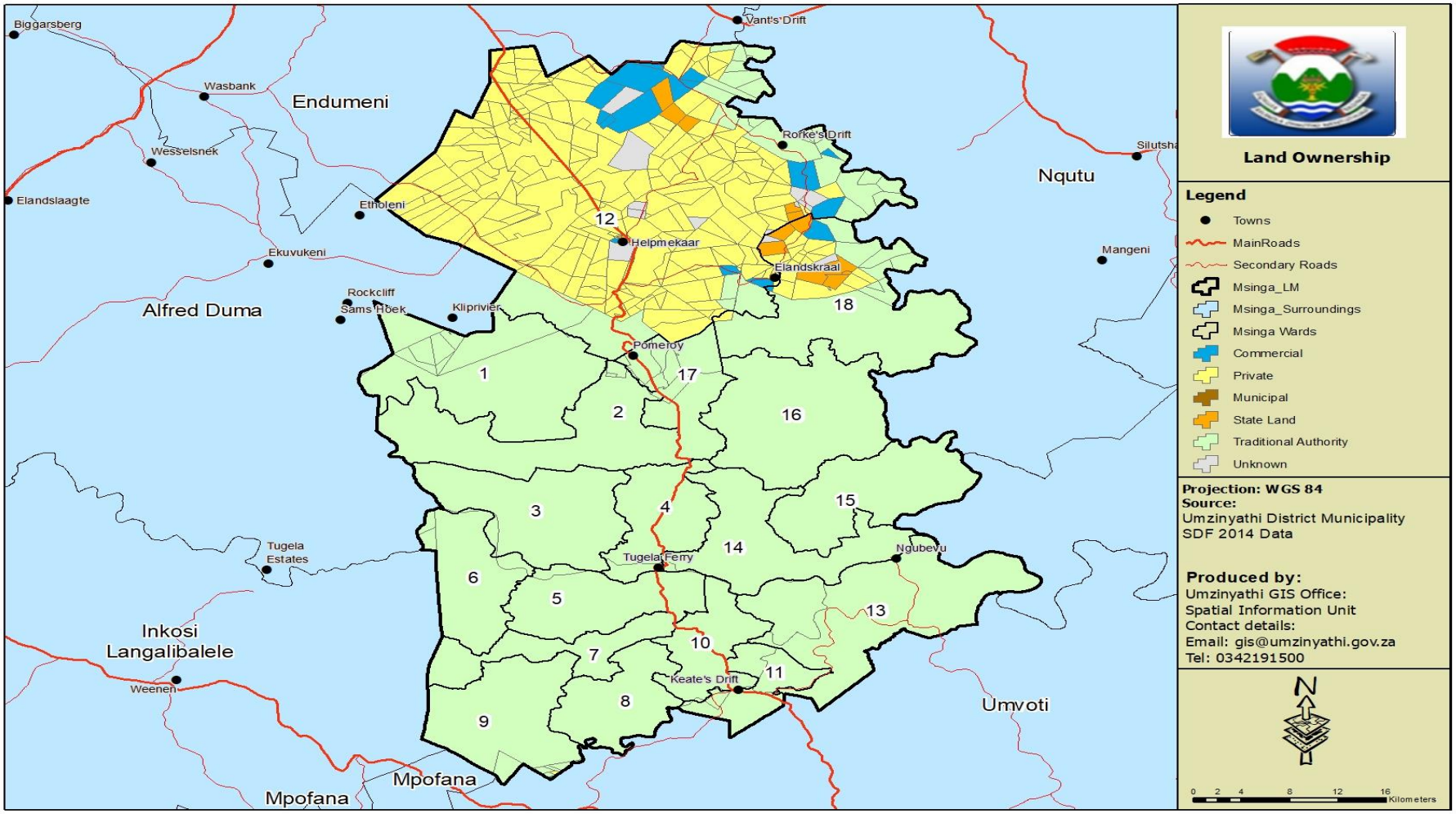


FIGURE 15: LAND OWNERSHIP

C.2.7 ROAD NETWORK

C.2.7.1 PRIMARY MOVEMENT

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.

The Department of Transport (DOT) 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.

Public interventions highlighted in the Msinga Local Municipal IDP (2019/2020) relates to:

- **Movement Corridor:** Constant Inter Governmental communication and co-ordination relating to the linkages to nodes external to Msinga in Adjacent Municipalities.
- **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.
- Ensure multimodal transport integration occur along these roads at key points, as distribution strategy between rural settlements and nodal areas.
- 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

C.2.7.2 SECONDARY ECONOMIC LINKAGES

The Secondary Economic Linkages are the following:

- P280
- D1268
- P281
- P365

Public interventions highlighted in the Msinga Local Municipal IDP (2019/2020) in this area relate to:

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

The table below illustrates the municipal nodes in conjunction with existing corridors within Msinga Municipality.

TABLE 37: NODES MUNICIPAL

PRIMARY NODE	▪	**Tugela Ferry**	**R33**
MUNICIPAL SECONDARY NODE	▪	Keates Drift	R33
	▪	Pomeroy	P281
RURAL SERVICE SATELLITE	▪	Mashunka,	P365
	▪	Hlalakahle,	P280
	▪	KwaDolo,	D1268
	▪	Cwaka,	P281
	▪	Mazabeko	
	▪	Rorkes Drift	
	▪	Msinga Top	

C.2.7.3 DEVELOPMENT CORRIDOR

C.2.7.3.1 AGRICULTURAL CORRIDORS (R33)

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 highlighted in the Msinga Local Municipal IDP (2019/2020) in this area relate to:

- 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.
- 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.
- Expansion of trade opportunities related to agricultural activities – formal and informal.
- 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.

C.2.7.3.2 TOURISM CORRIDOR (P280)

The PSEDS identified a tourism corridor traversing the Municipal area in an east wet direction connecting Tugela Ferry with Weenen in the west and Nkandla in the east (Msinga Local Municipal IDP 2019/2020). 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. Focusing 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

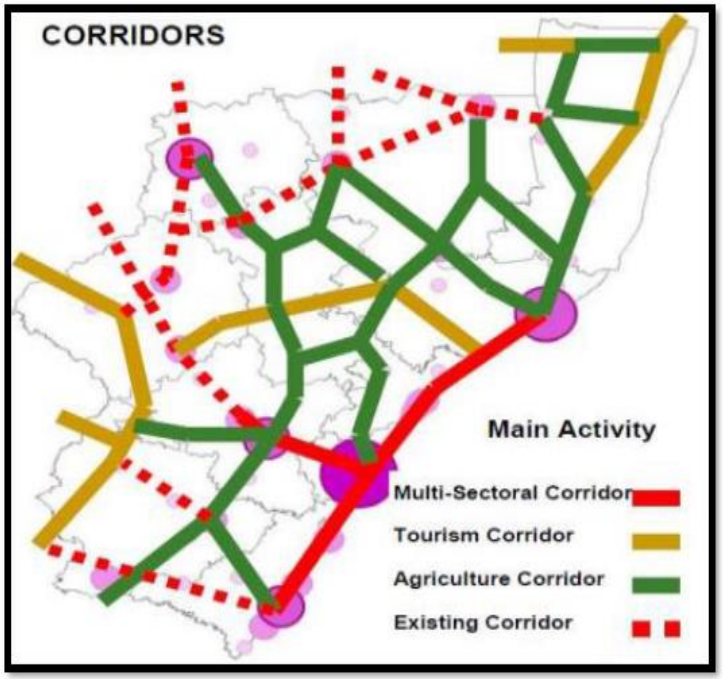


FIGURE 16: KZN PROVINCIAL CORRIDORS (*SOURCE: PROVINCIAL SPATIAL AND ECONOMIC DEVELOPMENT STRATEGY (PSEDS)*)

C.2.7.4 KEY CHALLENGES

- Lack of Road Maintenance within the Municipal Nodes (poor condition).

- Car damage due to bad potholes existing.
- Limits the number of traffic travelling within Msinga as the nearest route to Dundee, Newcastle & Vryheid if coming from Durban, PMB & Greytown vice versa. Therefore, these SMMEs / Msinga Community can explore on these opportunities.

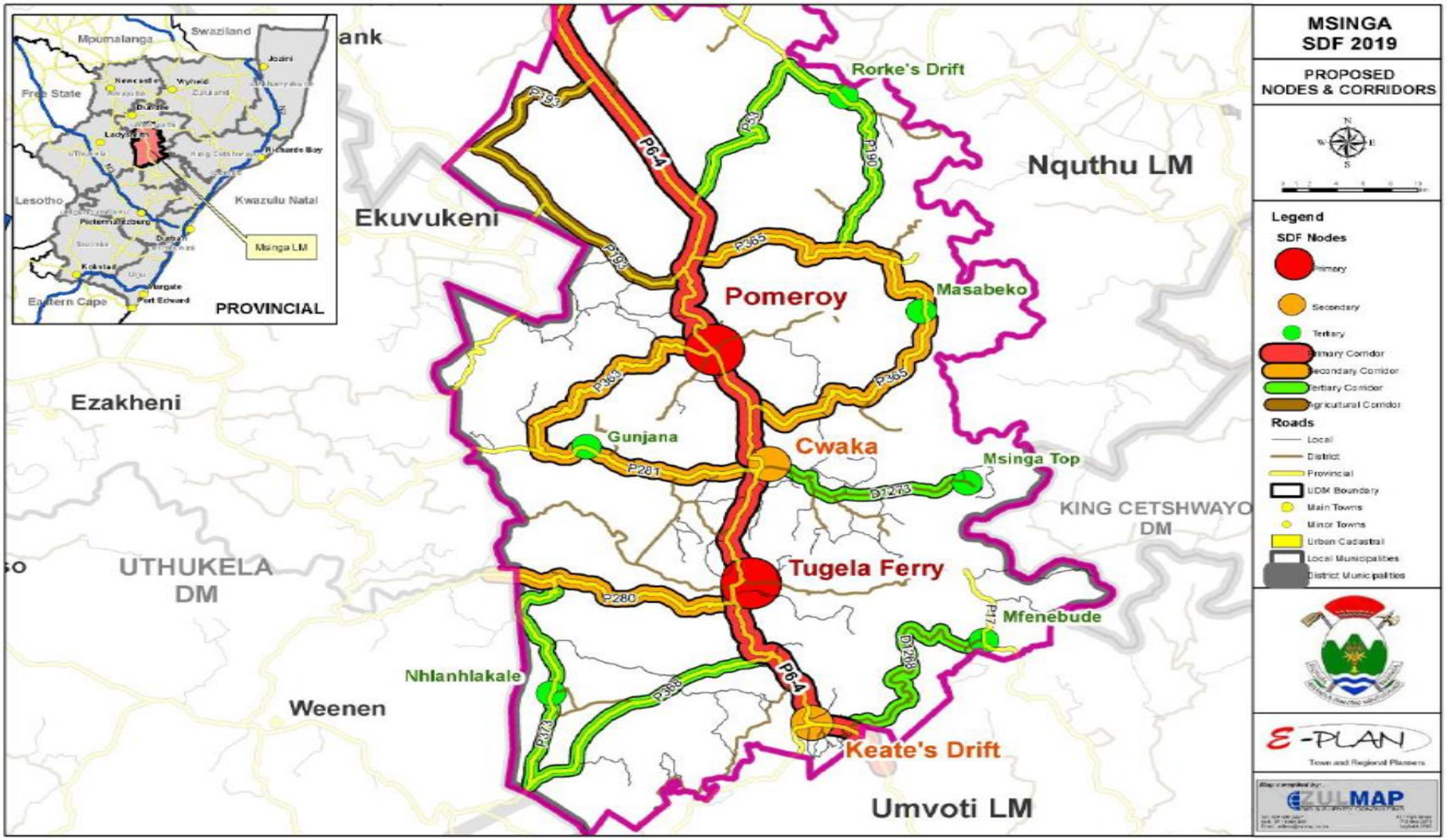
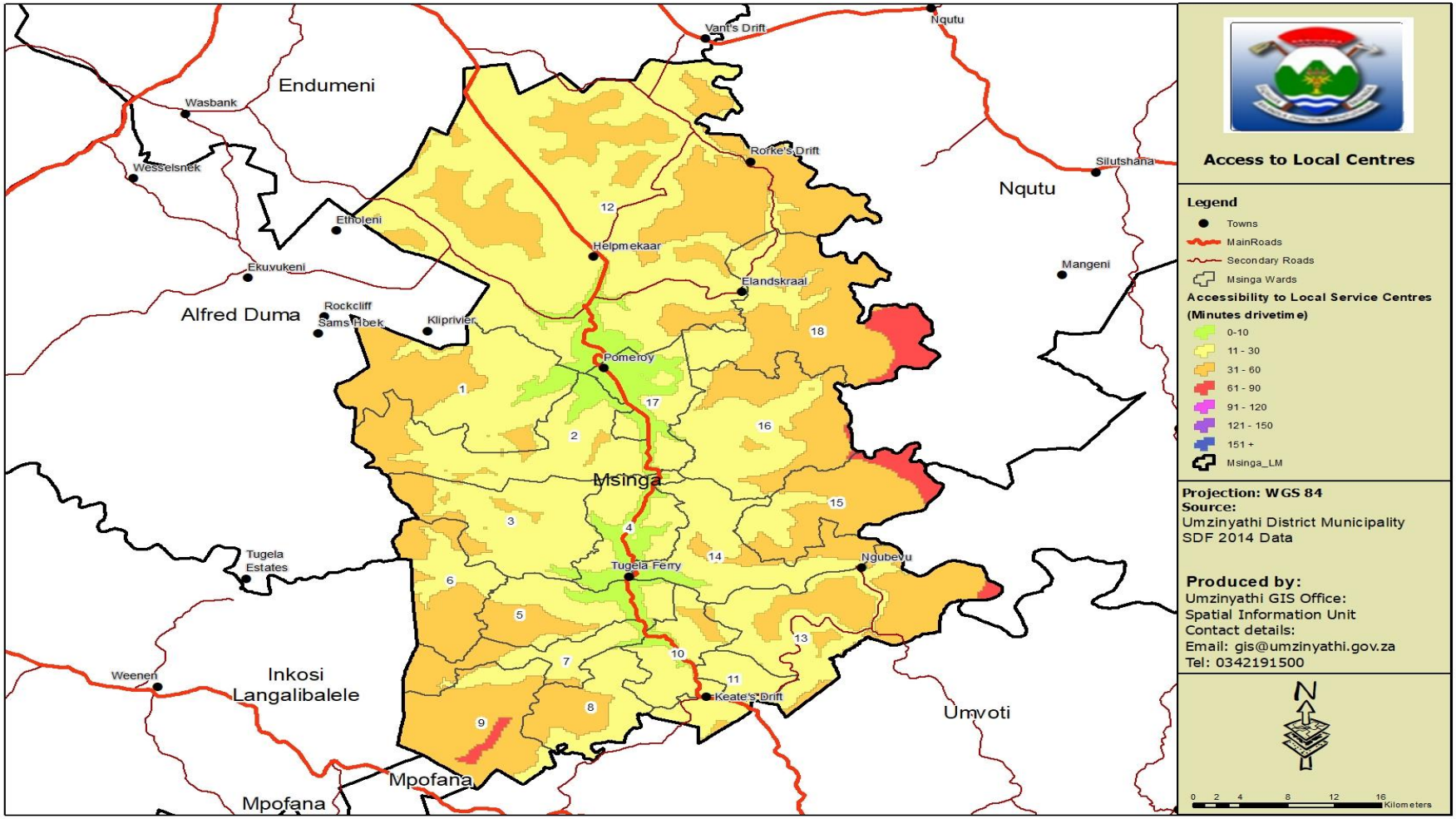


FIGURE 17: MSINGA LM ROAD NETWORK



MAP 8: ACCESS TO MSINGA MUNICIPALITY

C.2.8 LAND CAPABILITY AND AGRICULTURAL POTENTIAL

The land capability of the Msinga municipal area, as indicated on the agriculture potential map below and it is highly dispersed, ranging between Land capabilities classes II to VIII as per **figure 21** 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.

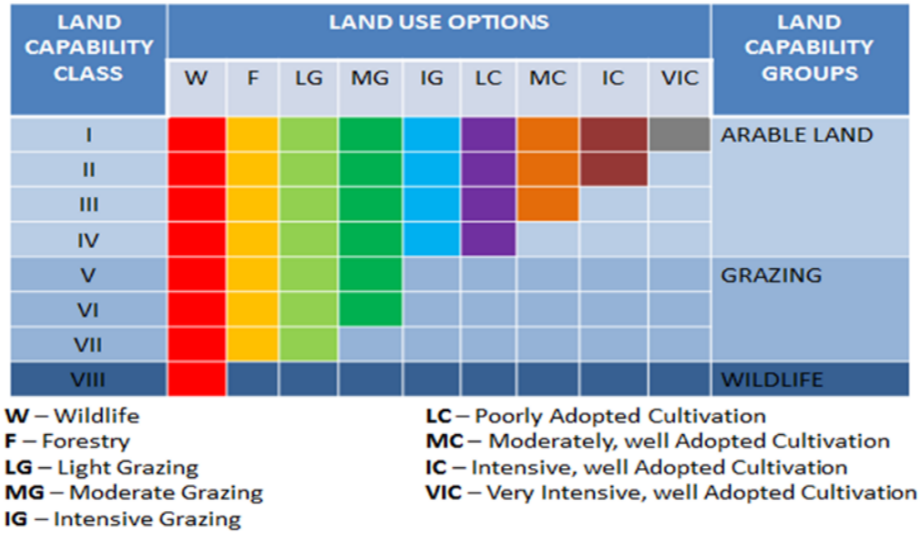


FIGURE 18: LAND USE OPTIONS (SOURCE: SMITH, 1998)

C.2.8.1 LAND USE AND LAND COVER

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

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 the agriculture potential Map below, and corresponds greatly with **figure 21: Land Cover**, and referred to **figure 16** to see the capability of the land. These maps become 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.

C.2.9 ENVIRONMENTAL ANALYSIS

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

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

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

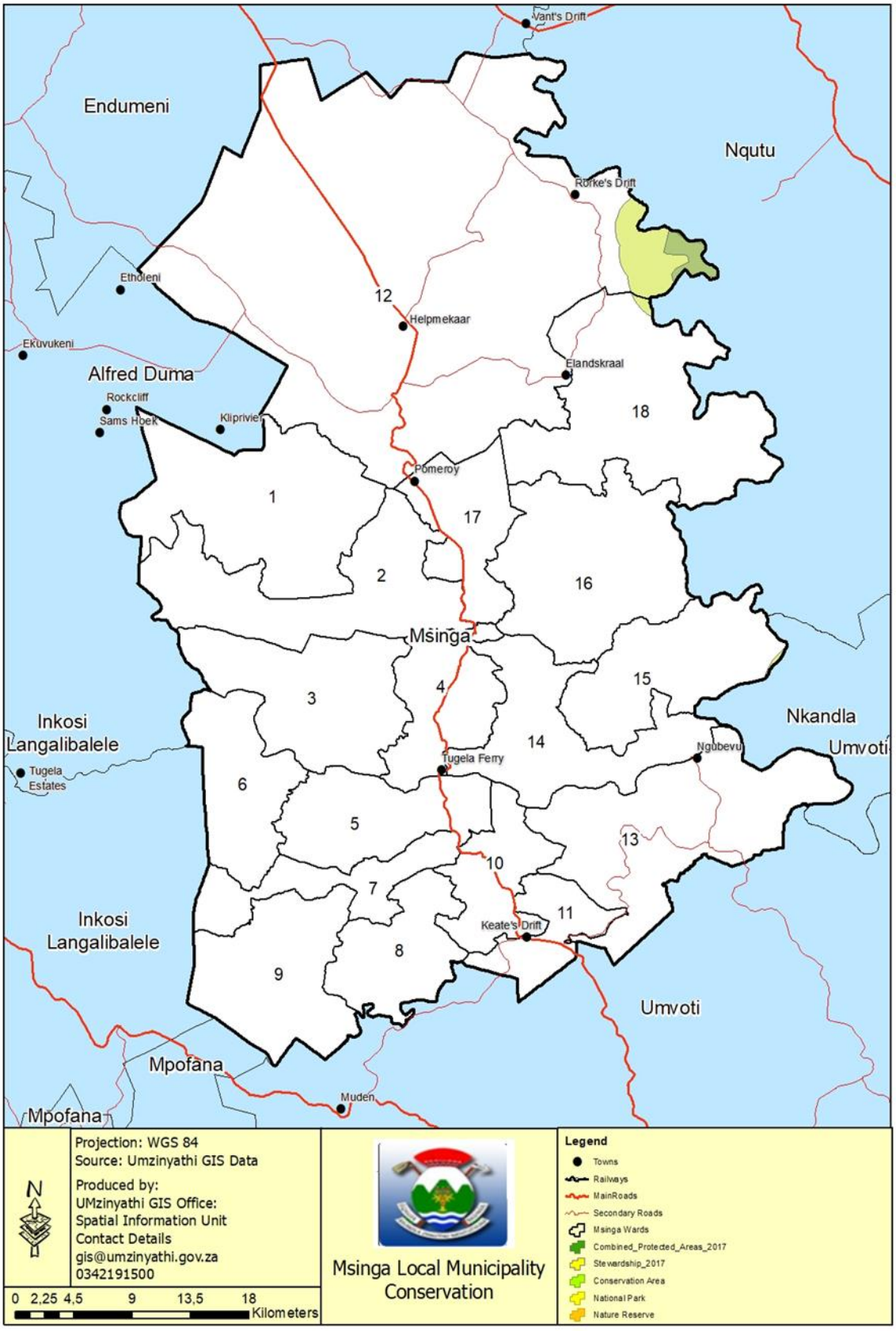
C.2.9.1 PROTECTED & CONSERVATION WORTHY AREAS

Ezemvelo KZN Wildlife embarked on a process, since 2005, whereby it systematically mapped critical biodiversity areas in KwaZulu-Natal with increasing accuracy. This dataset is based on various studies on fauna, flora, and water resources, identifying key local biodiversity areas to be considered in spatial planning and this is referred to as Minset.

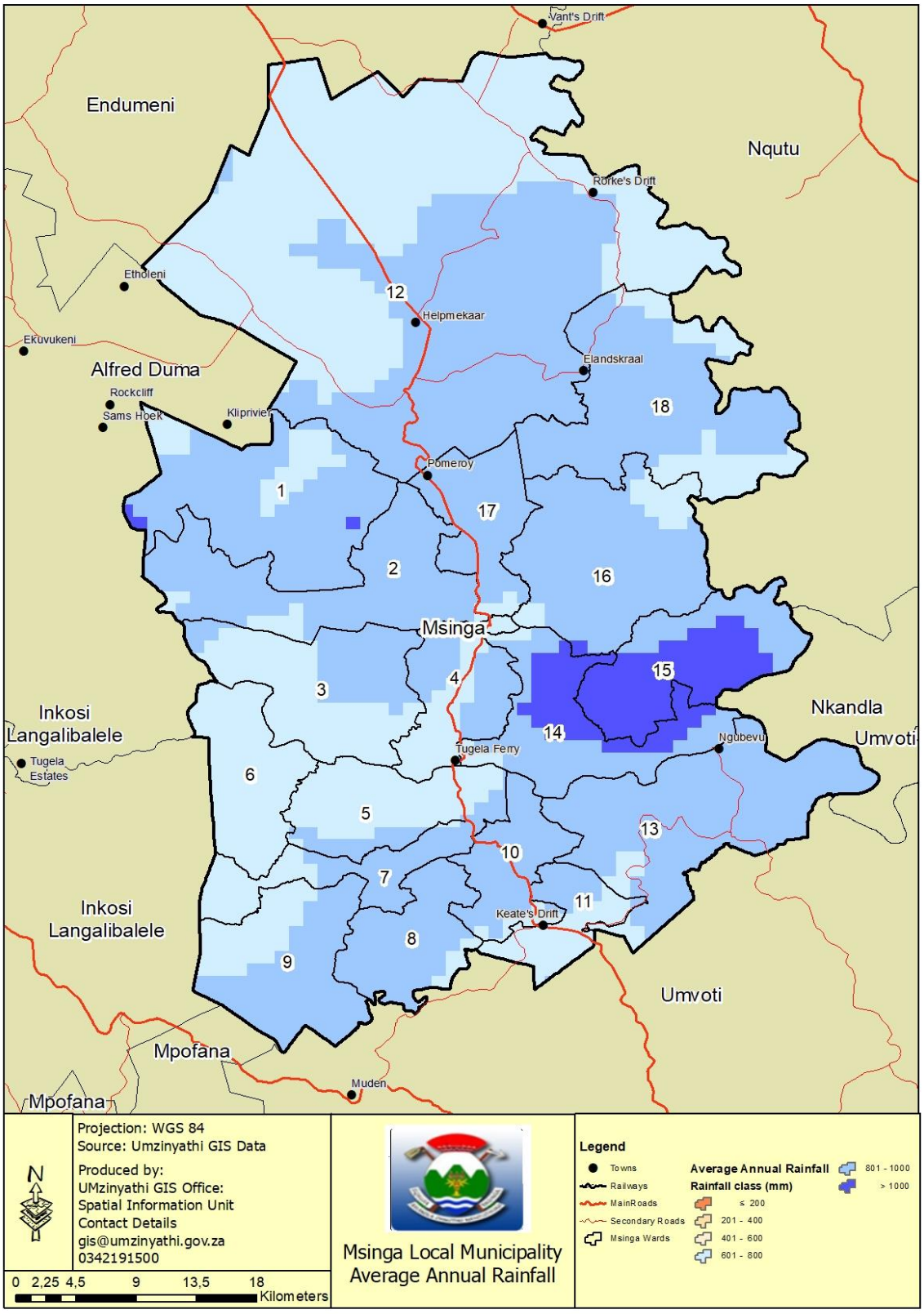
These are exactly the same areas which are regarded as Medium to low environmentally sensitive areas. The areas on **map below: Conservation Map** which are rated as medium to high, are the areas that are rated as Biodiversity Priority Area 1 on the Minset scale, referring to areas which are still substantially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

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

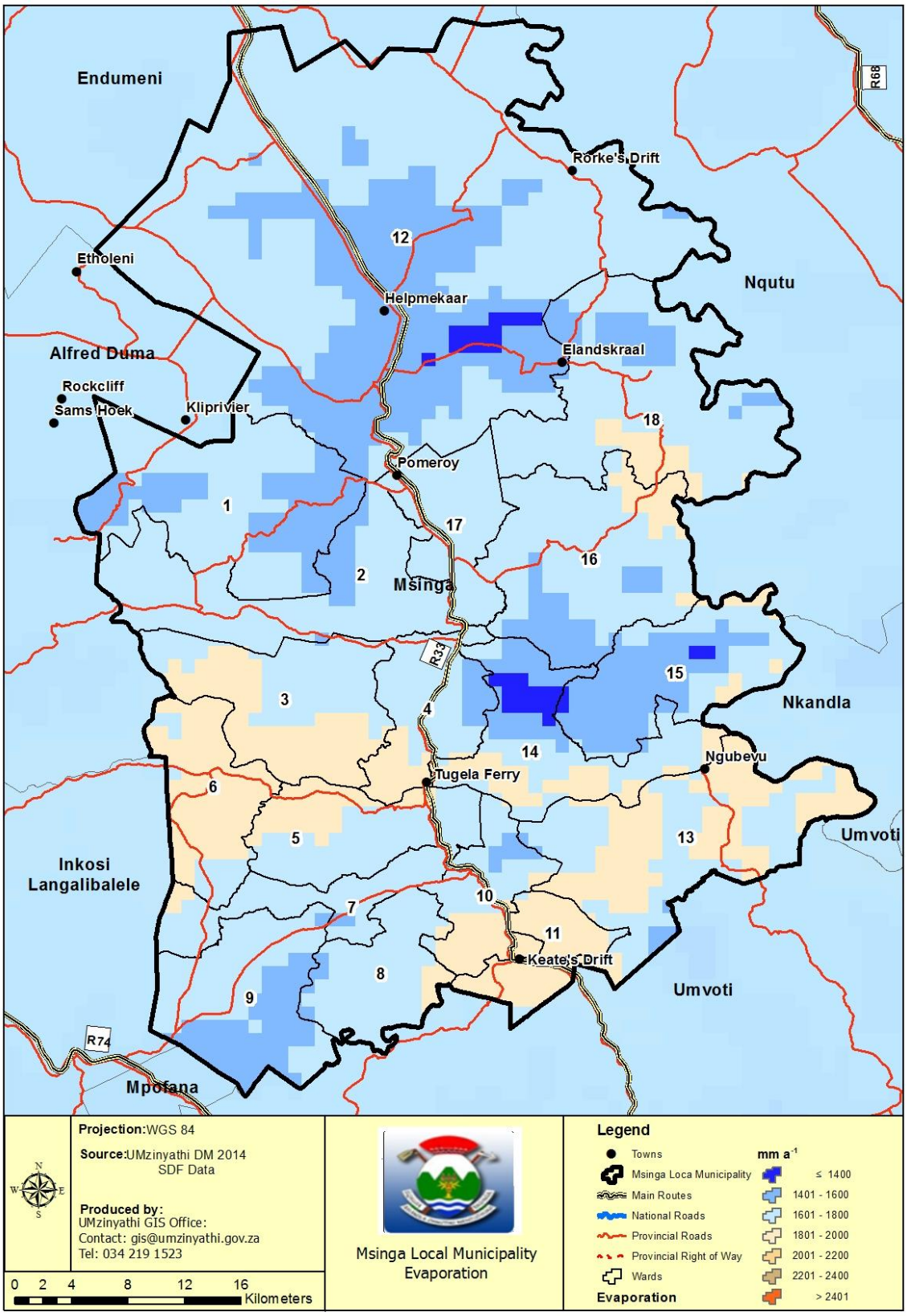
Conservation Areas - are those areas of land not formally protected by law, but where primary land use is conservation, owners, and users, and managed at least partly for biodiversity conservation. There are no smallholdings, mines and quarries, industrial and commercial areas in Msinga.



MAP 9: CONSERVATION MAP



MAP 10: AVERAGE ANNUAL RAINFALL



MAP 11: EVAPORATION MAP

C.2.9.2 CLIMATE

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

Discussions need to be held with the local Amakhosi and community to educate locals on finding or allocating suitable land for settling people. Communities need to be made aware of areas that are prone to floods and that may be unstable.

C.2.9.3 GEOLOGY

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

C.2.9.3.1 Constraints

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

C.2.9.3.2 Soils

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

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

C.2.9.4 RAINFALL

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

C.2.9.5 WATER RESOURCES

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



FIGURE 19: TUGELA RIVER IN 2020

The Thukela (Tugela River) is the largest river system in KZN. The Buffalo River is the main northern tributary of the Thukela River and flows in a south-easterly direction from the eastern escarpment to its confluence with the Thukela River near Nkandla. Water resources have not been developed to their full

potential and will require strict management to ensure that it is used efficiently and effectively.

- Dams

There are no significant dams in the entire Municipal area.

C.2.9.6 AIR

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

TABLE 38: BIO-PHYSICAL OPPORTUNITIES AND CONSTRAINTS

OPPORTUNITIES	CONSTRAINTS
LANDSCAPE AND TOPOGRAPHY	
• A complex topography (rolling hills and mountains) across large sections of Msinga has an aesthetic appeal and holds considerable tourism development potential. • Steeper slopes and mountainous areas are more inaccessible and are therefore less disturbed. These areas serve as habitat patches and dispersal corridors to a large number of species. It also acts as important water catchment areas. • All areas steeper than 18 degrees should be excluded from development. This will not only protect slopes from erosion and landslide risk but will ensure that ridges will function as dispersal/habitat corridors. • The area's coal reserves are marginal but increasing demand for coal may cause these reserves to become more viable to mine in future. • Although mining opportunities are limited, opportunities for further mineral development may be explored.	• Steep topography causes accelerated erosion, especially in the central and southern parts of Msinga LM. Erosion control measures should be intensified in these areas by means of intense agricultural interventions (including agricultural extension programs and facilitation of transformation to sustainable agriculture). • Mountainous areas increase the cost of infrastructure provision, especially in the case of roads. This can contribute to geographic isolation or at least a significant increase in travel friction and increased transportation cost. • Geochemical health risks may affect sensitive individuals in some areas.
SOILS	
• The entire district has some areas with naturally fertile soil and soils of favourable structure, which should be conserved. Sustainable agricultural practices that reduce leaching, erosion, compaction, and loss of soil structure, should be promoted. • Establishment of hedgerows of indigenous plants should be encouraged in all areas susceptible to wind erosion. Also, crop and grain farmers in areas susceptible to wind erosion, should be encouraged to adopt agro forestry principles which aims to reduce wind erosion in cultivated fields.	• Gully formation (due to soil erosion) progressed to an advanced state across the district. Gully rehabilitation efforts should be implemented as a matter of urgency.

SURFACE WATER

- Surface water availability is a competitive advantage of the for the entire Umzinyathi district. Water should be utilized optimally in a sustainable manner to grow the agricultural, tourism and manufacturing industries.
- The practice of aquaculture should be promoted as an important tool in food security and job creation.
- Wetlands should be protected, and degraded wetlands should be rehabilitated as a priority measure to improve water quality, water flow regulation and habitat provision at a regional scale.
- Water resources should be optimally used to stimulate the tourism industry and to expand recreation opportunities to local people within the parameters of relevant guidelines
- The ecological reserve of all riparian areas should be strictly maintained; therefore, over-abstraction should be avoided.
- Water pollution should be controlled to maintain water quality at an acceptable level.

GROUND WATER

- The entire Umzinyathi as a district has a large reservoir of high-quality groundwater which may be developed to the benefit of local communities and economic development.
- Over-abstraction should be avoided.
- Placement or positioning of potentially polluting activities of infrastructure, especially waste disposal sites and cemeteries and settlement areas, should carefully analyse geohydrological conditions during site selection.

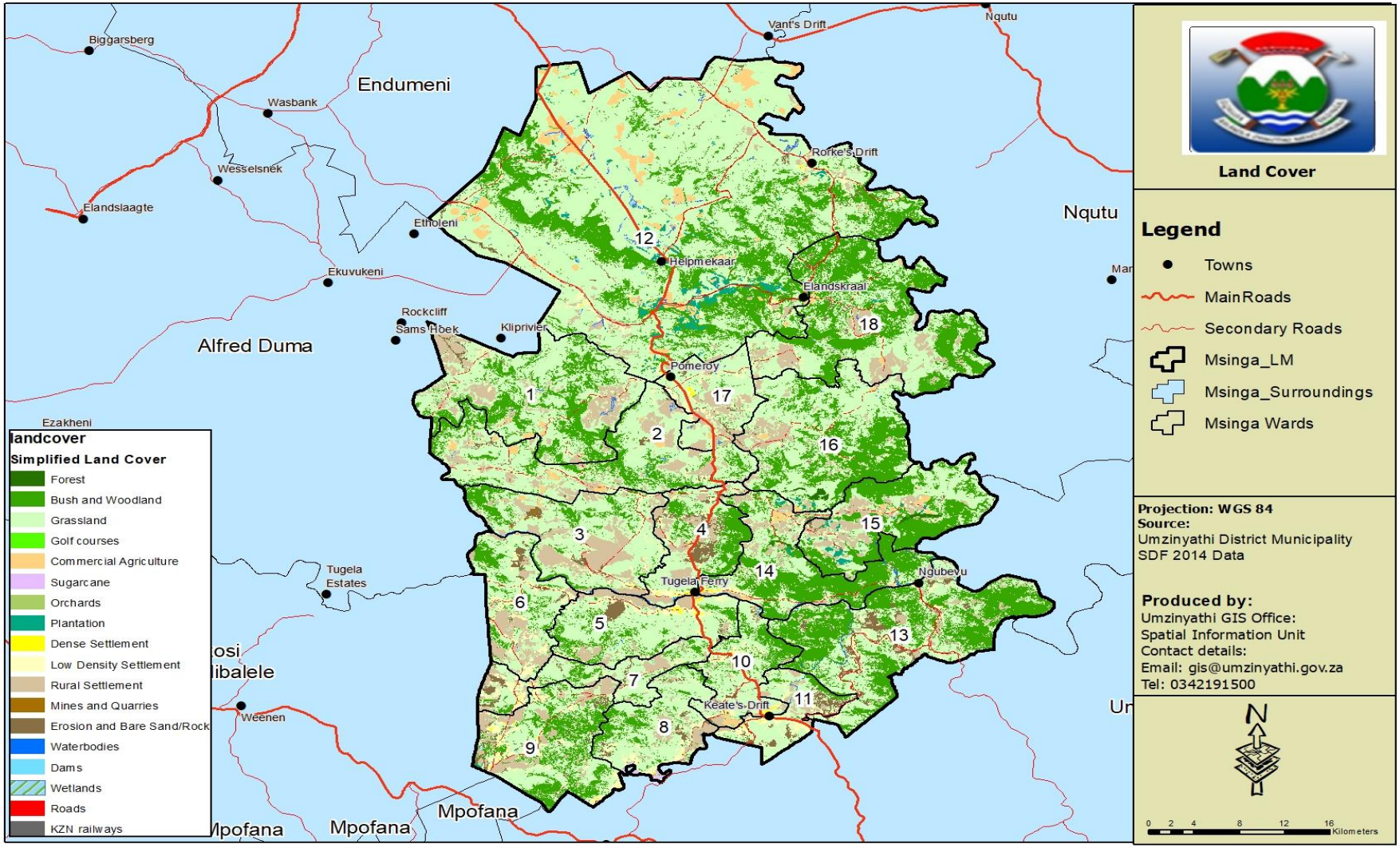
VEGETATION

• Medicinal plants could be cultivated to generate income to local rural people, and to improve the health of the general public.
• Community forestry, urban agriculture and agroforestry should be promoted
• Carbon trading initiatives should be considered as a method of income generation while protecting the biophysical environment at the same time.
• Large surface areas have deteriorated beyond the point of viable restoration.
• Alien invasive plants are well established in the area and should be. strictly controlled

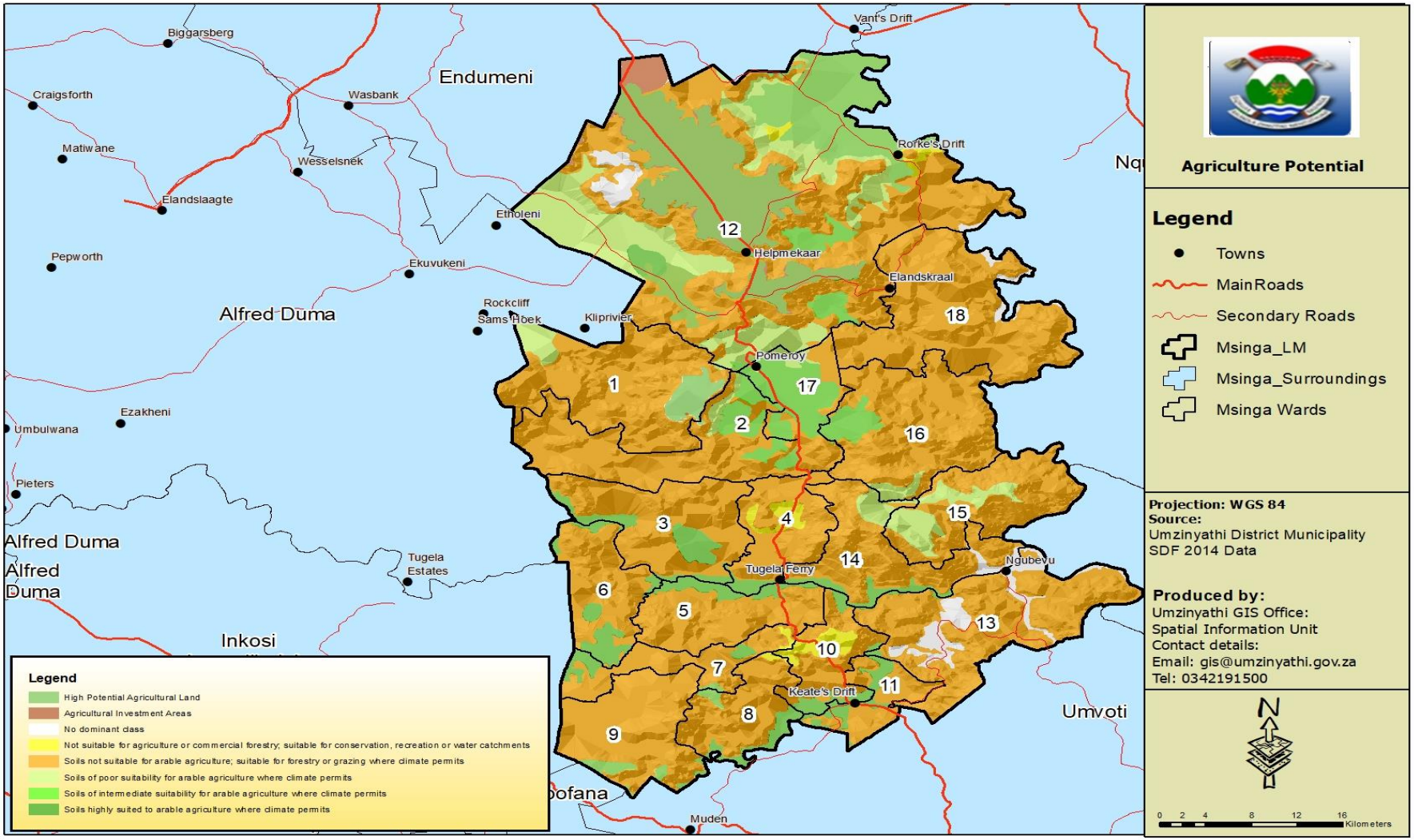
AIR QUALITY

ECOLOGICAL CHARACTERISTICS

- Ecotourism opportunities should be utilized since ecotourism is an important conservation vehicle, especially to conserve animal species. The Msinga area does have significant potential for further ecotourism.
- Combined cattle and wildlife farming could be promoted in cattle grazing areas where the ecology is still relatively intact,
- Large surface areas have deteriorated beyond the point of viable restoration.
- Alien invasive plants are well established in the area and should be strictly controlled.
- Parasites hosted by domestic animals may spread to local wildlife populations, and vice versa.
- Limited budget for conservation.



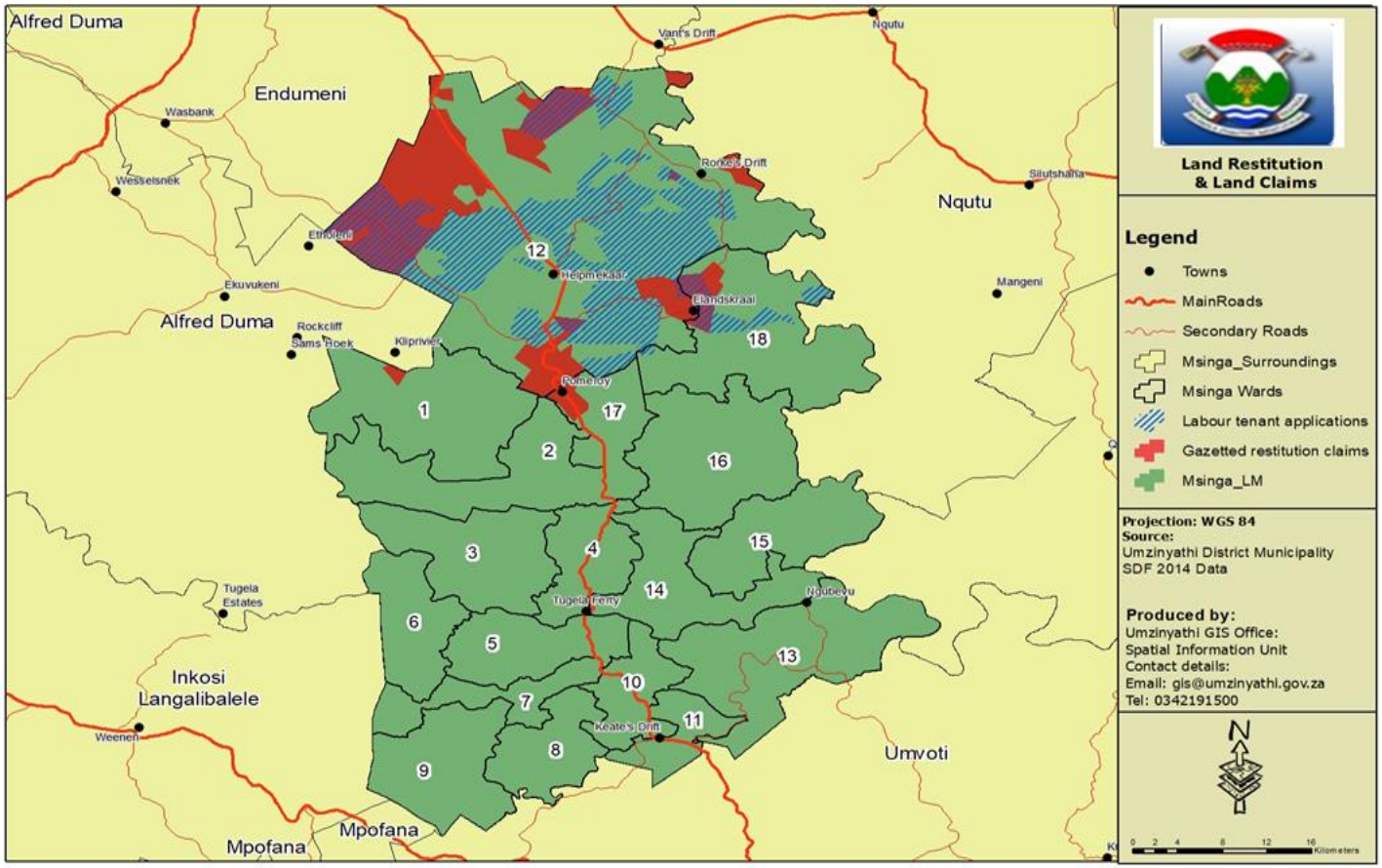
MAP 12: LAND COVER



MAP 13: AGRICULTURE POTENTIAL

C.2.10 LAND REFORM

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



MAP 14: LAND CLAIMS

C.3.0 MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

C.3.1 HUMAN RESOURCE DEVELOPMENT

C.3.1.1 COUNCIL COMMITTEES

Council Committee are comprised of the following.

- SCOPA
- Finance and Administration Committee
- Housing forum

The committees conduct monthly meetings.

- Planning Portfolio Committee
- Technical Committee

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

C.3.1.2 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."

The municipal human resource policies are stated below:

TABLE 39: MUNICIAL POLICIES

POLICY	STATUS
Recruitment SELECTION APPOINTMENT promotion and transfer of personnel	Operational
Employment equity	Operational
Payment of overtime	Operational
Grievances	Operational
Working hours	Operational
Transport allowances	Operational
Homeowner's 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

C.3.2 TRAINING AND SKILLS DEVELOPMENT

The list of employees who will receive training in 2021/2022 is still in progress. However, the forms for tuition funding were distributed to the municipal officials.

Training and development of staff and councillors is on-going. A Workplace Skills Development Plan has been compiled and was approved by the LGSETA and is attached as an Annexure to this document. 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.

As per the draft Msinga Human Resource Strategy Recruitment, Selection and Placement Management

6.2.1.1 Objective

a) To attract and retain a skilled workforce and reflect the South African and municipality's diversity.
b) Ensure timeous organisational design and staffing in line with the municipality's service delivery and operational requirements.

6.2.1.2 Activities

a) Organisational Structuring
b) Job Profiling
c) Human Resources planning and forecasting.
d) Employee recruitment
e) Employee induction and placement
f) Employment Equity planning and compliance

C.3.3 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 have improved as two (2) HODs are females and one of them is disabled. A total of 2% of the staff complement is disabled. There is no non-African employee in a total staff complement of 1 159 employees as at the end of 2020/2021 Mid - financial year.

EEP COMPLIANCE	STAFF COMPLEMENT	
number of vacant posts (critical posts)	**0**	
total employees to date	Contract	**18**
	Councilors	**36**
	Volunteers	**18**
	Securities	**92**
	Peace Officers	**31**
	Finance Interns	**05**
	In-Service Training	**00**
	Environmental Interns	**07**
	Ward Committees	**270**
	Food for Waste Programme	**130**
	Siyazenzela	**685**
	Alien Plant Removal	**N/A**
	Total	**1292**
Permanent staff	**150**	
Disabled	**03**	
Males	**01**	
Females	**02**	

Management (s56/57)	**06**
Employees under 35 years of age	**95**
Employees over 35 to 55 years of age	**160**
Employees above 55 years of age	**28**

TABLE 40: MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT SWOT ANALYSIS

STRENGHTS	WEAKNESSES
▪ More female managers ▪ Participate in decision making. ▪ Functional labour collective (Forums & union) ▪ Skilled employees ▪ HR Strategy is in place ▪ WSP in place	▪ Low staff morale ▪ Limited Employees accountability ▪ Limited team co-operation
OPPORTUNITIES	**THREATS**
▪ Conducive environment ▪ E. A. P. enhancement ▪ Skills development of Councillors & Staff ▪ Improve monitoring mechanisms	▪ Limited office space ▪ Building is not meeting safety standards (reasonable accommodation) ▪ Absenteeism ▪ Excessive overtime

C.3.4 FILLING OF SECTION 54/56 EMPLOYEES WITHIN LEGISLATED TIMEFRAMES

There is a strong focus on building strong municipal administrative systems and processes. This includes ensuring that administrative positions are filled with competent and committed people whose performance is closely monitored. Ensuring that the top six posts (Municipal Manager, Finance, Technical Services, Corporate Services, Community development and Development Planning) are filled by competent and qualified persons is essential. Positions that become vacant should be filled within a period of 6 months and comply with the legislated processes as per the Regulations.

The following is the status of Section 54/56 posts within the Msinga Local Municipality: -

Post Designation	Status of Post Filled/ Vacant/ Suspended	Name of Employee	GENDER (MALE /FEMALE)	DISABILITY (YES/NO)
Municipal Manager	Filled	Mr SL Sokhela	M	N
Chief Financial Officers	Filled	Mr TM Nene	M	N
Technical Services	Filled	Mr S Mnguni	M	N
Development Planning	Filled	Mrs B Hlubi	F	Y
Corporate Services	Filled	Mr MV Ntanzi	M	N
Community Services	Filled	Miss M Xulu	F	N

It must be noted that all critical senior managers' posts are filled and there is nothing that causes instability. **% Gender representation at Senior Management level (Section 54/56 Employees)**

- The gender representation for Msinga Local Municipality is at **33, 33%** and **16, 67%** for senior manager living with disability.

C.3.5 ORGANISATIONAL STRUCTURE

The Msinga Local Municipality has adopted a revised organogram which has been included in the IDP Review.

A	**Total number of funded posts in the organogram**	**140**
B	Number of approved posts in the BTO	140

C	Total number of filled posts in the BTO as at 31 March 2020	114
D	Number of vacancies in the BTO as at 31 March 2020	26
E	Number of approved posts in the Technical Services department	22
F	Total number of filled posts in Technical Services as at 31 March 2020	18
G	Number of vacancies in Technical Services as at 31 March 2020	4
H	How Many posts are vacant but funded as at 30 March 2020	26
I	How Many posts in the organogram are not funded	None

C.3.5.1 FUNCTIONAL GOVERNANCE STRUCTURE

In terms of the provisions of Section 18(2), 29, 30(1), 37(c)(d)(f), 50(1), 52(1), 68, 70 of Local Government Municipal Structure Act 117 of 1998, Council and Committee Structures must hold meetings per approved schedules and process the correct business in terms of legislation and own terms of reference.

The following structures are functional as at 31 March 2020 for the Msinga Municipality:

A. **Council:** The functionality of the Msinga Council is **stable**. The Council met in the third quarter:
   - 21 January 2020
   - March 2020
   - March 2020
   - 14 May 2020

B. **Executive Committee (EXCO)** - The Executive Committee is **stable**:
   - 19 February 2020
   - 18 April 2020
   - 29 April 2020

The February meeting was for the one that was supposed to sit in January 2020 and the first of April 2020 meeting was for February 2020.

C. **MPAC** - It is generally reported that MPAC is functional and have been trained on roles and responsibilities including UIFW and reading of AFS. (Include challenges and if UIFW is reducing, note meeting dates)
   - The municipal MPAC is functional sit at least once a quarter and the capacity on roles and responsibility was provided to members by COGTA Mr Mpisi.

D. **Portfolio Committees** – All portfolio committees have been assessed to be functional. This is in respect of meetings held as opposed to the quality of the business transacted and the impact thereof on the overall performance of the Municipality.
   - The municipal sub committees are functional and sits once on a quarterly basis.

E. Local Labour Forum – (Is functional and meetings held):
   - 17 January 2020
   - 12 May 2020

Expected Outcome: Improved Council Functionality

a) Average percentage of councillors attending council meetings.
b) Number of agenda items deferred to the next council meetings.
c) Number of council meetings held in the quarter.
d) Number of EXCO meetings held in the quarter.
e) Number of Portfolio Committee meetings held in the quarter.
f) Number of MPAC meetings held in the quarter.
g) Number of recognised Traditional Leaders within the district municipal boundary
h) Number of Traditional Leaders in attendance at all council meetings in the quarter.

In terms of Section 81 of the Local Government Municipal Structures Act 117 of 1998 Traditional Leaders identified by the MEC for Local Government in accordance with Schedule 6 and by notice in the Provincial Gazette may participate in Council proceedings.

The Msinga Local Municipality held on **18 & 25 March 2020 Council meetings** in the last quarter ending 31 March 2020, **NONE** of which were attended by Traditional Leaders which calculates to a **0%** participation rate. Participation can be summarised as follows: -

- **Explain:** None attending traditional leaders have been engaged and the meeting with Amakhosi was held to address the concerns, we need CoGTA to assist with the provision of tools of trade for

Amakhosi as the Municipality has moved from delivering hard copy agenda to electronic agendas.

C.3.5.2 PUBLIC PARTICIPATION

Expected Outcome: Improved Municipal Responsiveness

a) Existence of a council-adopted Municipal Complaints Management System
b) Percentage of official complaints resolved as per norms and standard for the Municipal Complaints Management System.
c) Number of approved marches / demonstrations in the district municipal area in the quarter
d) Protest incidents within the Municipality in the quarter

Municipalities are required to establish a Rapid Response team to respond to protests and provide feedback to the community. COGTA assists with the coordination of support by sector departments. The Msinga Municipality has an established Rapid Response Committee which is chaired by the Speaker, the following are the members of the Committee: -

1. Cllr TL Kunene - **Chairperson (Speaker of Council)**
2. Mrs NM Sithole - **Rapid Response Coordinator**
3. Mbusozayo Hadebe - **LTT**
4. Thobeka Mdladla - **Public Participation Officer**
5. Sinqobile Majozi - **Deputy Director Community Services**
6. Mbongeleni Ndlovu - **Deputy Director Development Planning**
7. Thembeka Nkala - **Deputy director Corporates Service**
8. Nontokozo Ndlovu - **Back to Basics Champion**

C.3.5.3 MRRT IS FUNCTIONAL.

a) The following public protests have occurred in the last quarter: -
b) When was the last community survey conducted by the Municipality? 2011
c) What are the four top complaints or dissatisfaction emanating from the community survey?
    1. Water
    2. Electricity
    3. Job opportunities
    4. houses
d) Ward Committee Functionality and Community Feedback Meetings

Ward meetings are required to be held monthly and chaired by the Ward Councillor which must promote the participation of community members in partnership with Sector Departments. The effectiveness of public participation mechanisms to promote responsible and participative citizenry within the Msinga Municipality have been functional during the last quarter ending 31 March 2020.

The quarterly ward functionally assessment assessed the performance of the Msinga Municipality as follows: -

NAME OF MUNICIPALITY	**Msinga Local Municipality**
NUMBER OF WARDS	18
NO & % OF FUNCTIONAL WARDS	18/18= 100%
FUNCTIONAL WARDS	18
NO & % OF NON-FUNCTIONAL WARDS	0
STATUS OF COMMUNITY FEEDBACK MEETINGS: JAN – MARCH 2021	

C.3.6 ORGANISATIONAL STRUCTURE/ORGANOGRAM

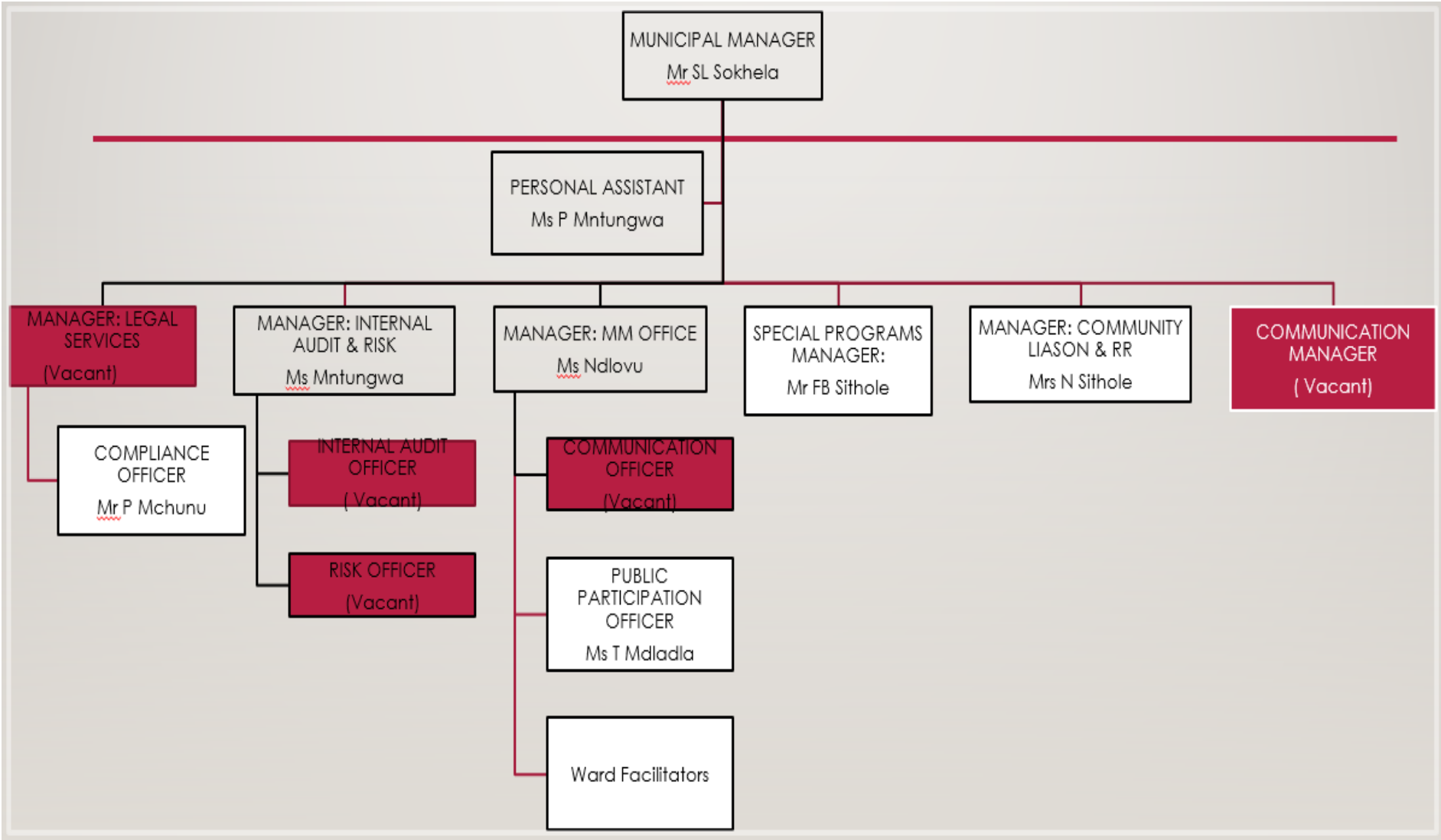


FIGURE 20: MUNICIPAL MANAGER DEPARTMENT ORGANOGRAM

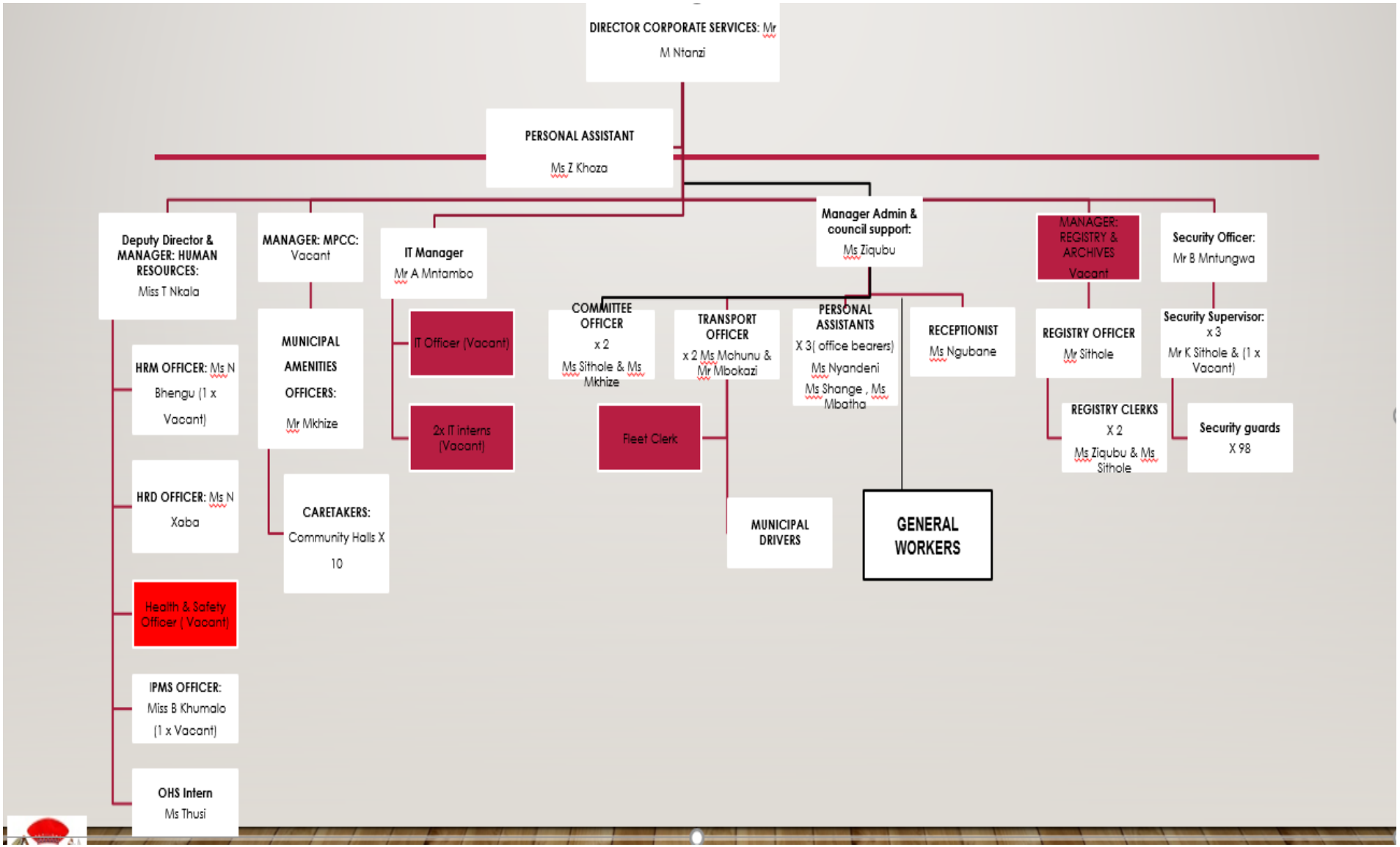


FIGURE 21: CORPORATE SERVICES DEPARTMENT ORGANOGRAM

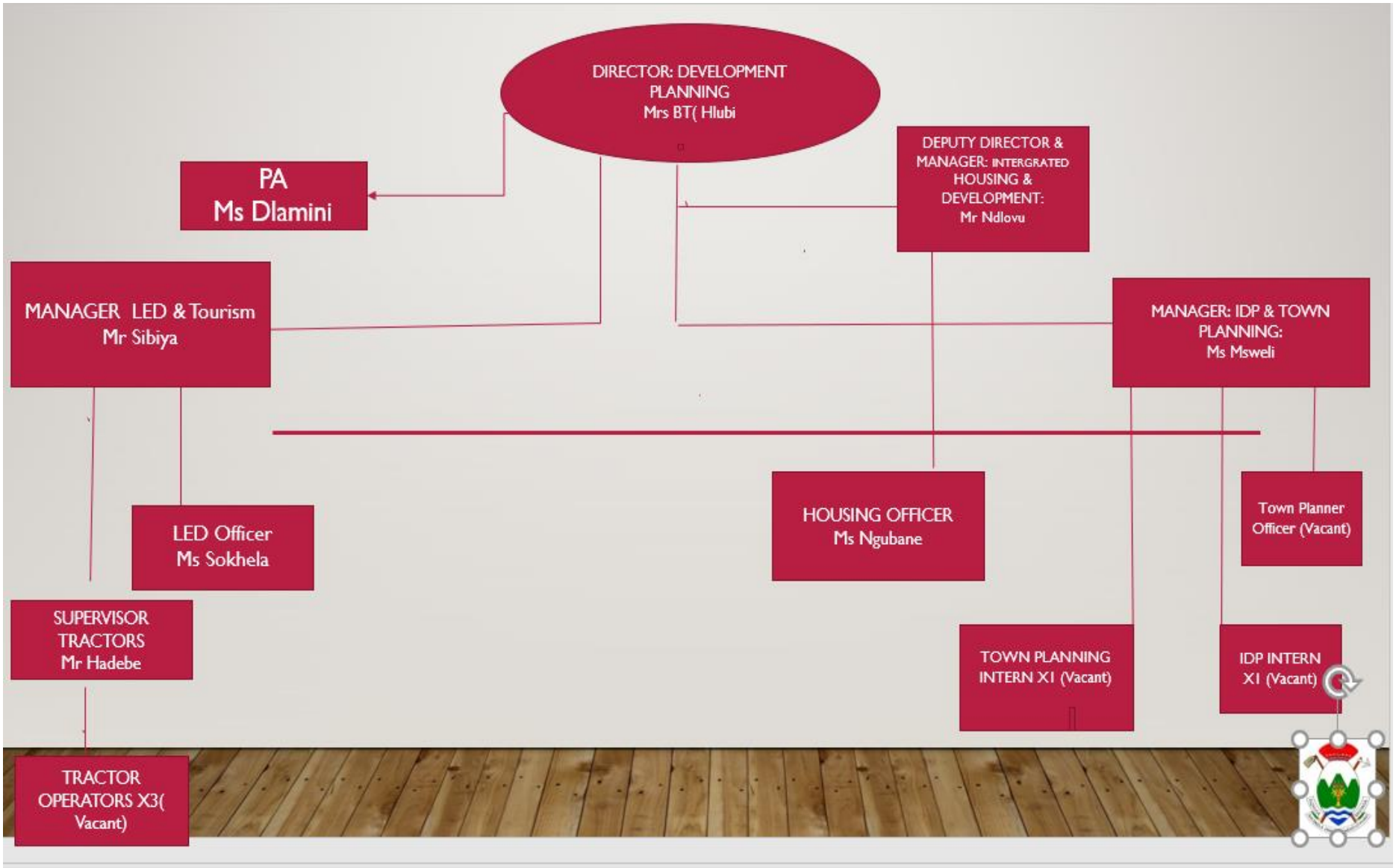


FIGURE 22: DEVELOPMENT PLANNING DEPARTMENT ORGANOGRAM

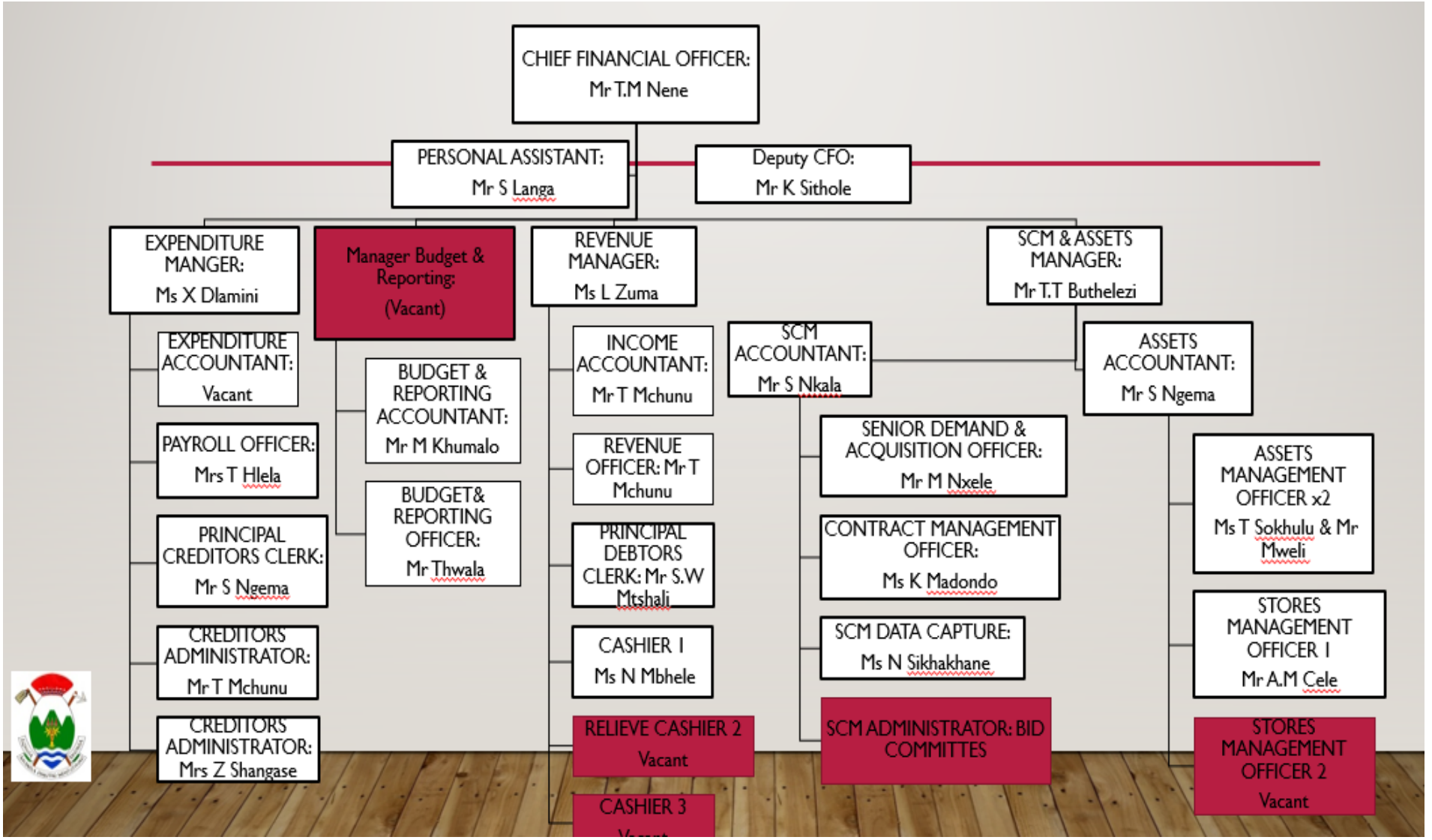


FIGURE 23: FINANCE DEPARTMENT ORGANOGRA

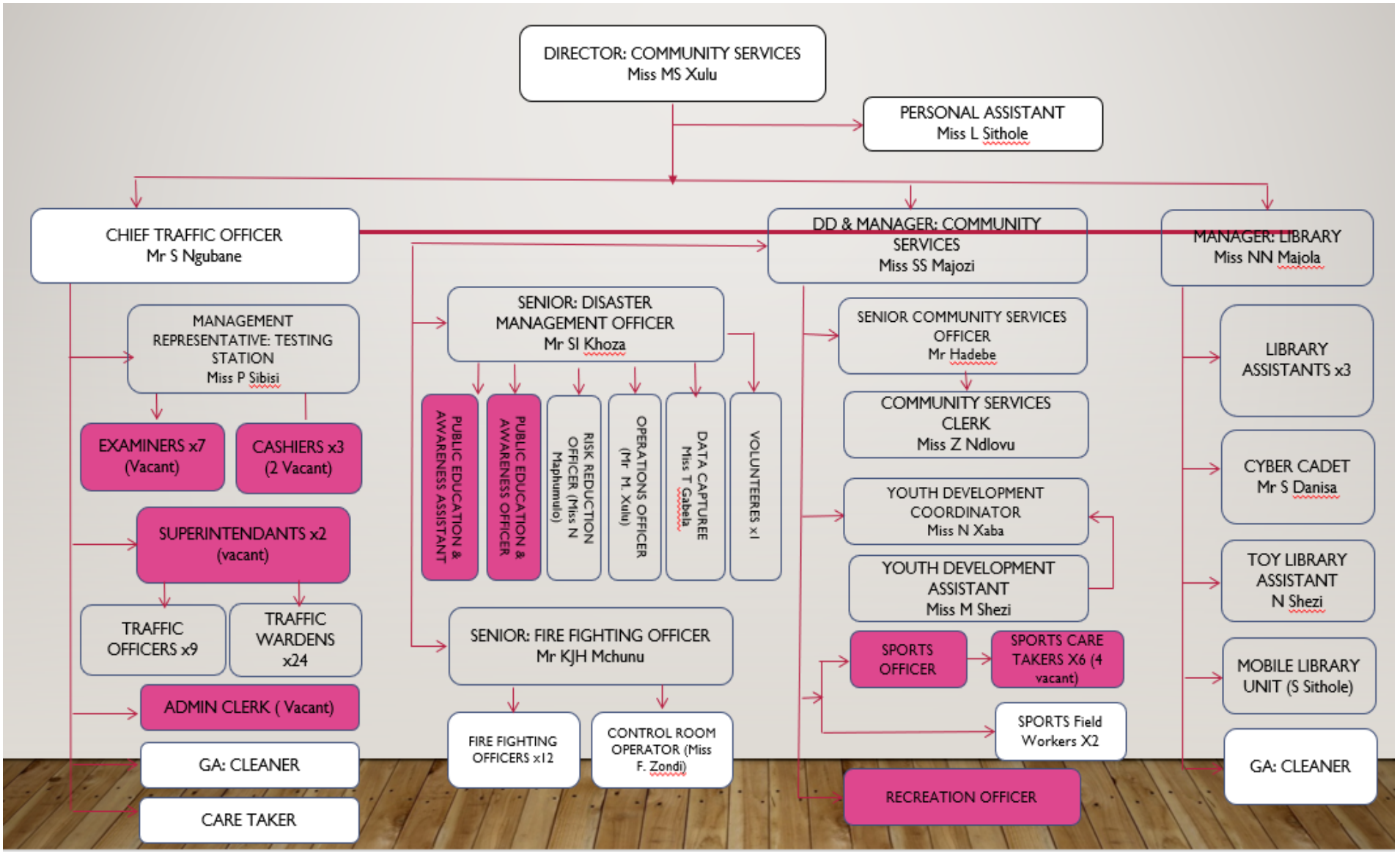


FIGURE 24: COMMUNITY SERVICE DEPARTMENT ORGANOGRA

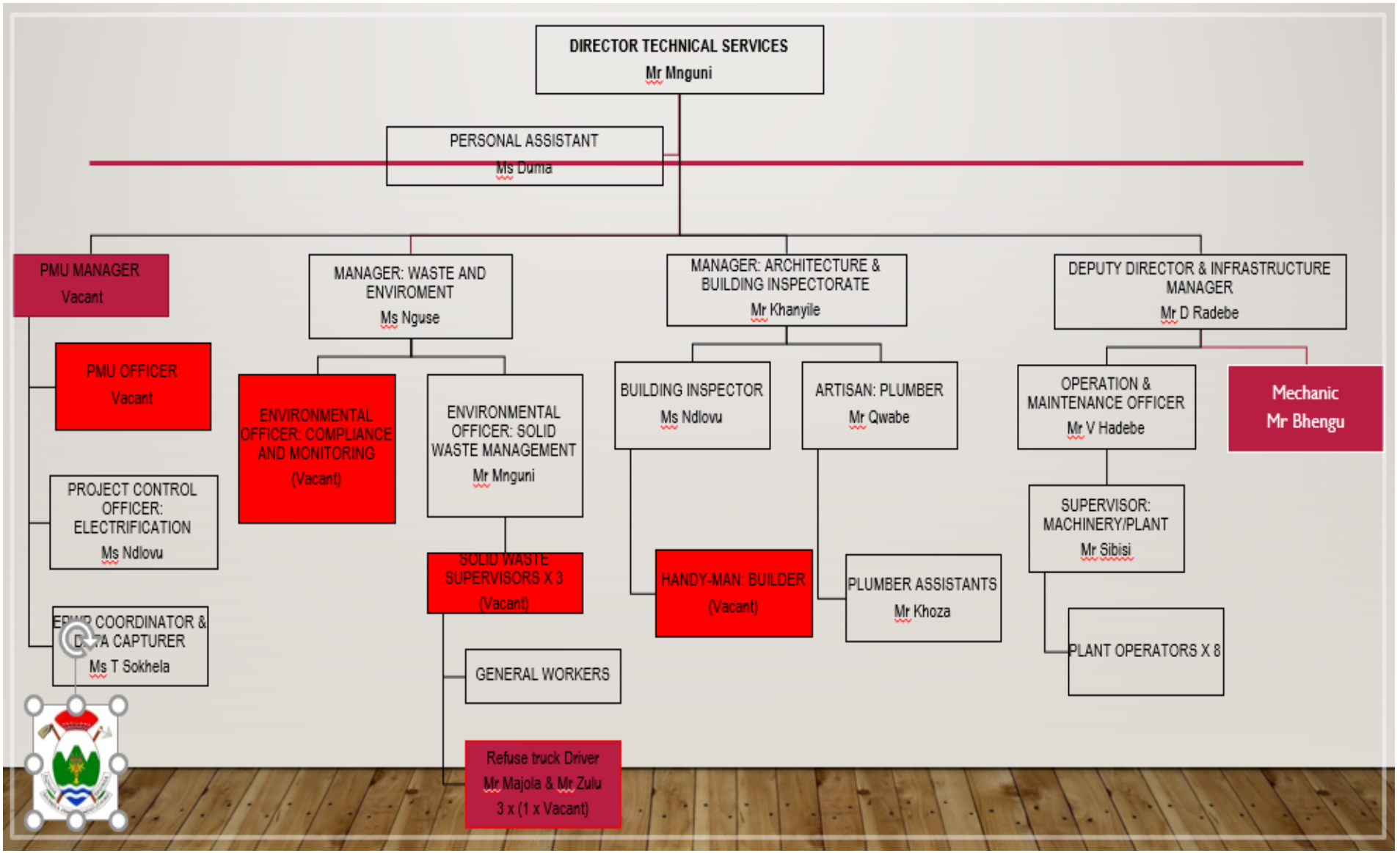


FIGURE 25: TECHNICAL SERVICES DEPARTMENT ORGANOGRAM

C.4.0 BASIC SERVICE DELIVERY

The first and foremost challenge facing Msinga Local Municipality to deliver on developmental projects is lack of funding. The Msinga Municipal Area has predominantly moderate slopes to rolling terrain. Due to the nature of the terrain the expectation of medium to hard underlying material including boulders is high. The terrain in the Msinga area is a contributing factor in elevated costs of development. Access roads specifically require heavier machinery, and sometimes explosive clearing operations in order to align the most optimal routes. These interventions are mostly necessary in the area in order to deliver the best quality standards.

In addition to this, contractors that participate in the tendering for projects do not take cognizance of the challenges of terrain and quote too low accordingly. This already jeopardizes the expected end-product and further indicates that, in most cases, that contractors are not experienced to deliver as per Msinga Municipal quality requirements.

These are key strategic focus for the next five-year plan.

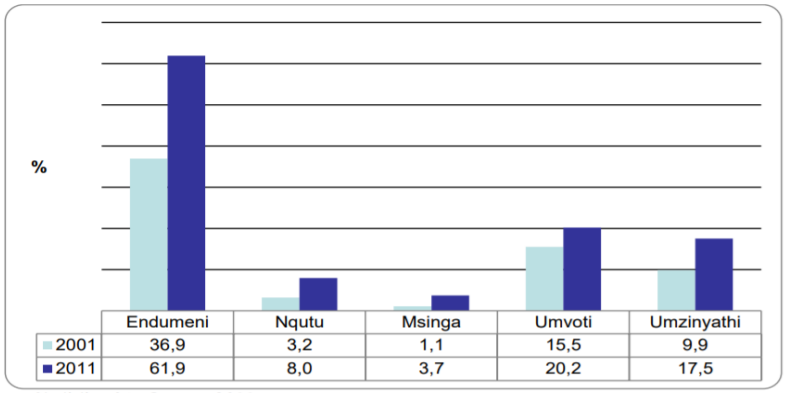
- Improve our Infrastructure by using high quality standard specifications.
- Focus on projects that will help in terms of revenue collection.
- Create database for SMME's (To enhance local economic development – SCM to help in a process).
- Obtaining other Funding source for Infrastructural Development Projects, of which that will be the key to unlock our revenue collection deadlock.
- Revisiting EPWP guidelines will help in terms of achieving rotational system.
- Leadership to have a clear Local labour recruitment process.
- Work closely with other Government departments.
- Provide enough personnel and resources for future good delivery (per section).
- Training and Workshops within the Departmental staff will be the priority.

C.4.1 WATER AND SANITATION

Msinga local Municipality is not the Water Service Authority (WSA), but the responsibility for provision & maintenance of water and sanitation was given to uMzinyathi District Municipality since water is an essential resource to the survival of humankind. The Water Services Development Plan (WSDP) was last reviewed in 2009 and is overdue for a review as it is more than five years old. It needs to be reviewed in order to make representations for funding for detailed feasibility studies, design and construction of regional bulk water supplies and standalone regional water supply schemes to address the water backlogs, and the review is anticipated to be undertaken during the 2020/21 financial year.

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. As from June 2019, the water backlog is at 25 688 households and to be reduced by 3950 households by the end of June 2020 (uMzinyathi IDP 2019-20). In terms of short-term measures for the provision of water, the municipality is implementing spring protection programme and also the refurbishment and drilling of new boreholes.

The following figure illustrates the provision of water to households in the district, as it can be seen, the number of households without access to piped water inside the dwelling has improved, as it was 9.9% in 2001 and to 17.5% in 2011.



	Endumeni	Nqutu	Msinga	Umvoti	Umzinyathi
2001	36,9	3,2	1,1	15,5	9,9
2011	61,9	8,0	3,7	20,2	17,5

Source : Statistics SA, Census 2011

In 2011, Msinga 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.

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

The water provision in Ward 13 is especially concerning as the Census data indicates that only 1% of the population is serviced. It is furthermore noted that although Tugela Ferry is the administrative primary node of the Municipality the level of service delivery in this area is very low and may prove to be a challenge to the future development of the node. According to **figure 41: access to water & water Facilities** indicate that Msinga Municipality has approximately two (2) water schemes (WTW) located in Tugela Ferry and Keates Drift. There's also infrastructure in the form of pipelines, storage, standpipes and pump stations at Tugela Ferry and Pomeroy. Furthermore, it shows that the Municipality has a number of water storages spread through the LM although there is no indication how many are in a working condition.

C.4.1.1 POTABLE WATER PROVISION

Umzinyathi District Municipality initiated a water infrastructure capture and verification project within the uMzinyathi District for new infrastructure to be consolidated into the existing GIS database of Umzinyathi DM. To date, water level of services has been updated for settlements, households, and infrastructure data (**Please Refer to Figure 34**).

In terms of potable water, the Municipality has the Sampofu Water Scheme that provides water to Tugela Ferry and surrounding areas (ward 4 & Ward 5). However, the scheme needs to be upgraded to improve the water provision to other areas and proper maintenance to avoid illegal connections and leaking of water. While the Keates Drift Scheme covers the surrounding areas of the Keates Drift Node (Ward 11 & Ward 13).

The district has also provided potable through provision of Seven (7) Water Tank Trucks to provide water to all 18 wards of Msinga Municipality. However, these temporally measures are not maintained, and the backlog is still high, meaning the demand requires more services.

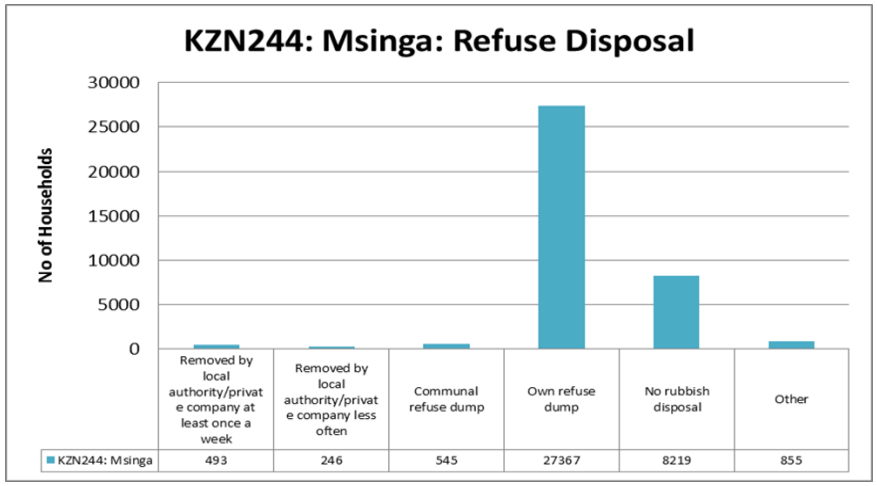
It also provides boreholes as the short-term water provision to areas without water schemes. However, the public has been complaining that these boreholes provide water seasonal **(refer to Figure 35)**.

Boreholes provided by Msinga Municipality are for small scale farming purpose.

C.4.1.2 SANITATION

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

Access to sanitation services is also an indicator of the standard of living amongst the population in the sub-places. The graph below indicates levels of sanitation within the Municipality, and as per 2011 StatsSA about 63.9% of Msinga households has access to Pit toilets.



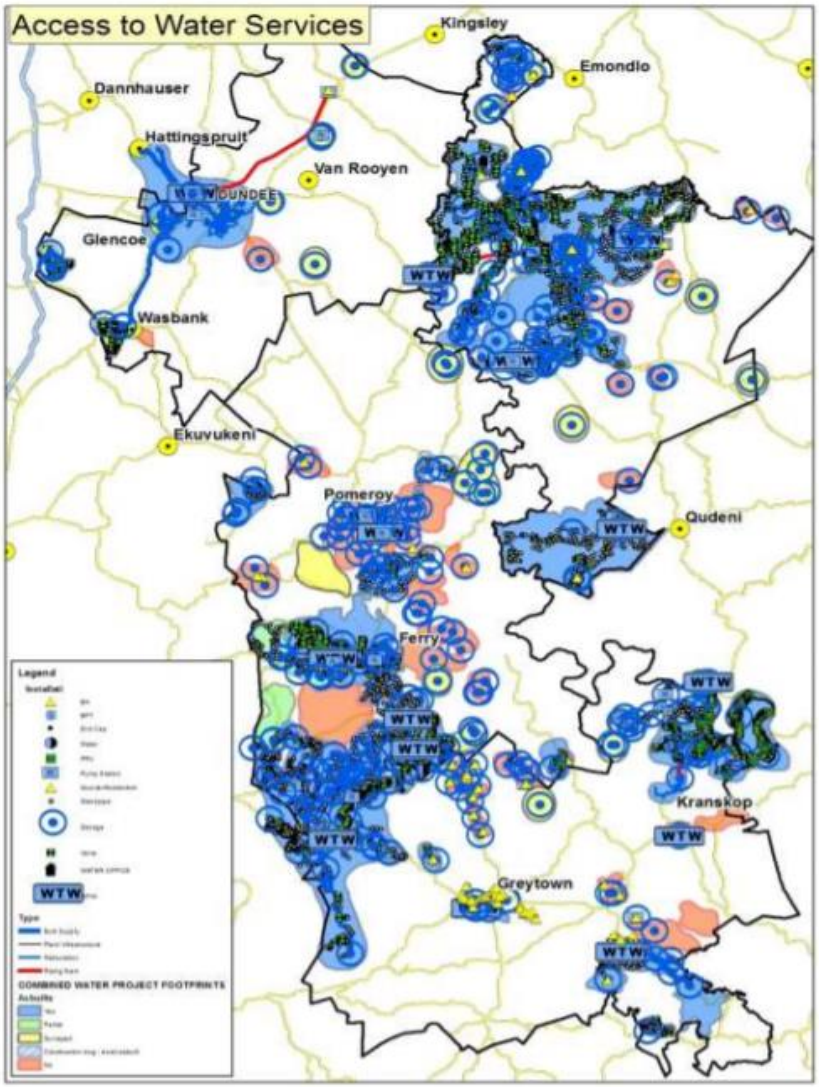
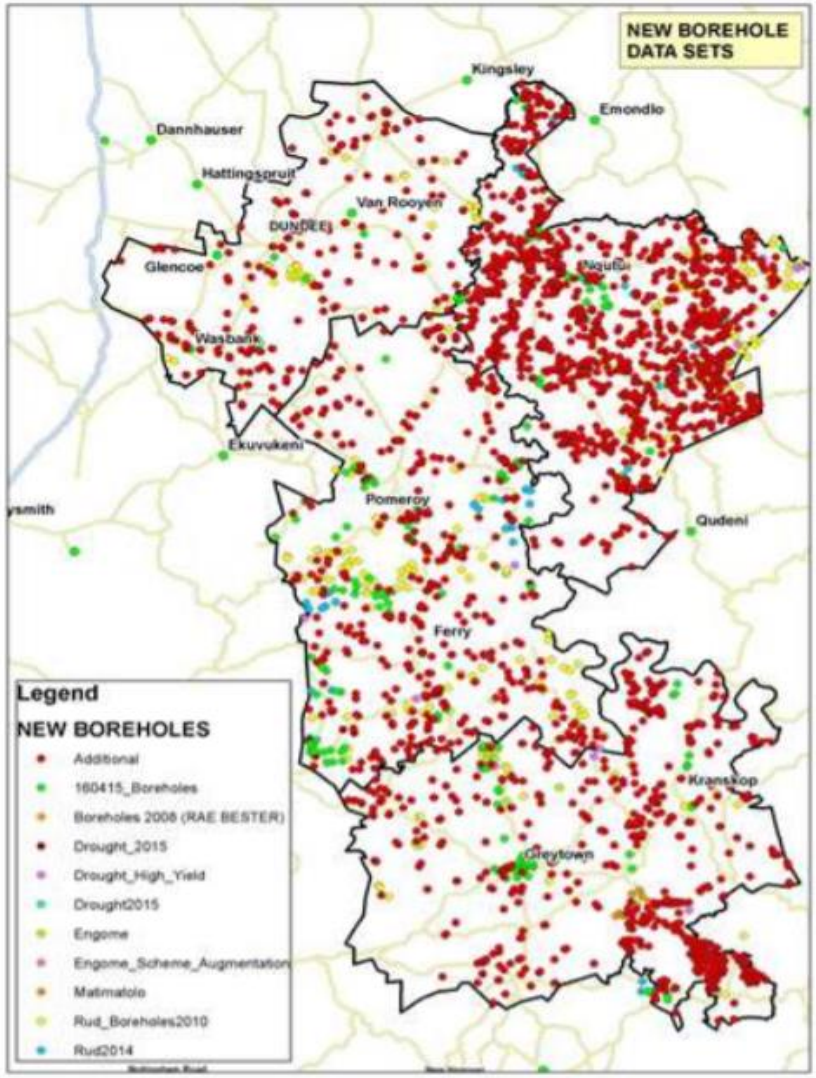


FIGURE 26: ACCESS TO WATER SERVICES/ BULK COMPONENTS (SOURCE: UMZINYATHI GIS 2020)



Source: Umzinyathi GIS 2020

FIGURE 27: NEW BOREHOLES DATA SET

C.4.1.3 OPERATIONS AND MAINTENANCE

On the 01 July 2013, the uMzinyathi Municipality took over the Operation and Maintenance, Retail and Reticulation function from uThukela Water. All water schemes except Biggarsberg and Sanitation schemes have been taken over by the municipality. During the 2017/18 financial year, the municipality prepared the Operation and Maintenance Policy which was adopted on 18th of December 2018 and is being implemented. The district will also be developing the O & M Plan during 2018/19, the plan and policy will serve to ensure sustainability thereby providing water to the communities for a longer period.

On the main, Operations deals directly with the day to day running and handling of water supply and Maintenance deals with activities that are required to sustain the water supply in a proper working condition. The Operation and Maintenance focuses on the maintenance of water treatment works, wastewater treatment plants, fixing water leaks through pipe burst. The municipality has made an allocation of R176,876,155.00 for 2019/20 financial year for water services operational costs.

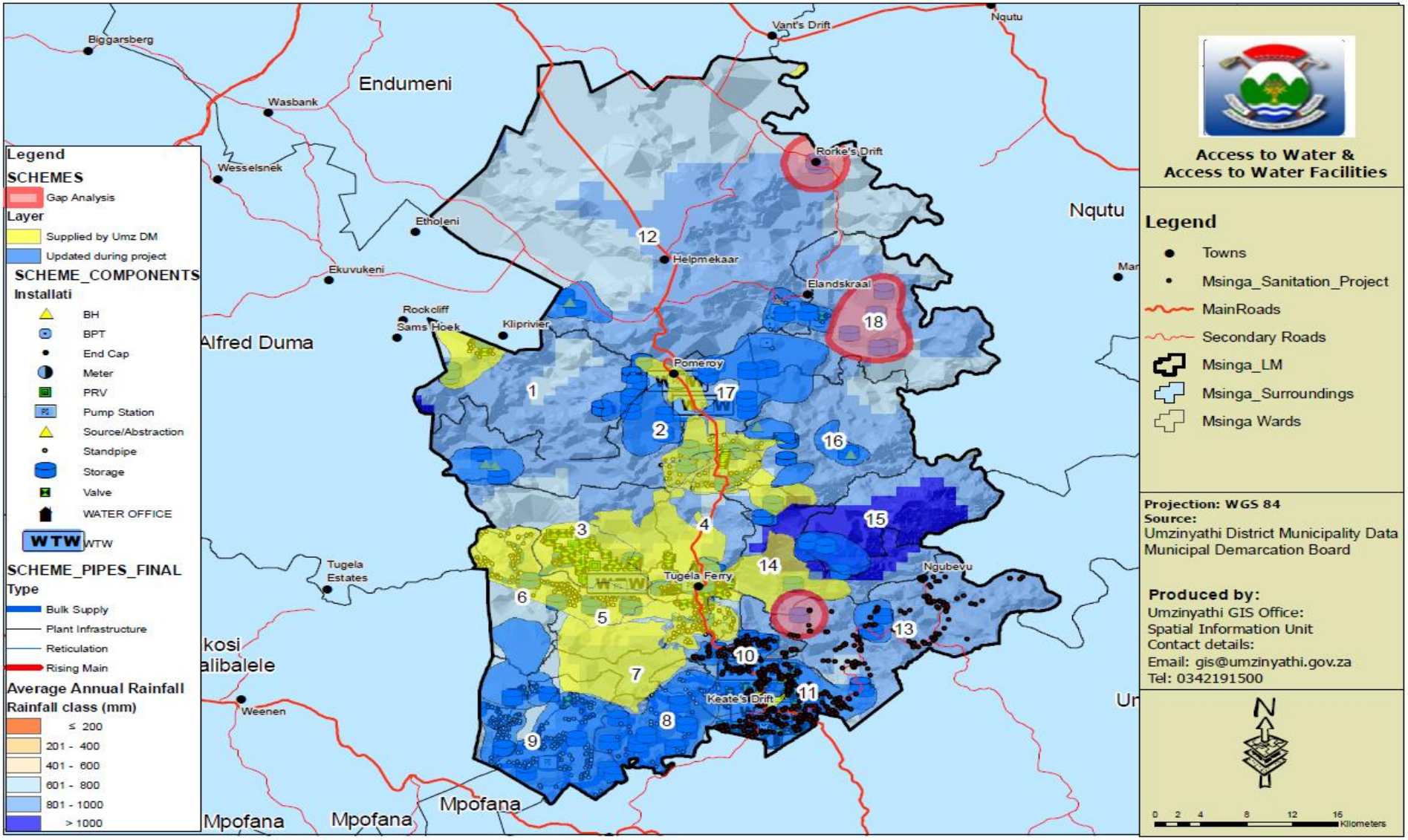


FIGURE 28: ACCESS TO WATER & WATER FACILITIES

C.4.2 SOLID WASTE MANAGEMENT

Msinga Local Municipality has a growing population with a promising change in livelihoods and the local economy. With the above being mentioned, there is an increasing pressure on the environment, leading to environmental degradation and land pollution.

The Waste and environment unit aspire to protect the environment while looking at how can the municipality benefit in terms of green economy and revenue generation (NEMA supports this).

Quite a number of Waste management Master plans and strategies have been developed in the past 5 years which gave the municipality a picture as to how to go about delivering basic services to its community, these included but not limited to:

- Integrated Waste Management Plan (IWMP)
- Greening Plan (GP).
- Environmental Management Framework (EMP).
- Waste Management By-Laws.

Outstanding Plans or Strategies that are still outstanding and very important to as Municipality are as follows.

- Environmental Management Strategy.
- Climate Change Response Strategy.

C.4.2.1 WASTE DEPARTMENT PROGRESS TO DATE

- Established Msinga recycling and buyback (Pomeroy landfill site)
- Placed skip bins and street bins in Pomeroy, Tugela Ferry and Keates Drift (currently 8 skip bins are placed in Pomeroy town, between Pomeroy sports fields, Makhungbhede, Tugela Ferry (near fabion), circuit office, eDrayeni, Mshayazafe and Mahlabathini).
- Reviewed the IWMP and made the waste by-laws documents (council approved).
- Managed improve Tugela Ferry and Keates Drift town cleanliness.
- Made awareness's to businesses, which led to the signing of SLA (revenue generation).
- Made waste education programmes and awareness's to the community and schools.

C.4.2.2 GREENING PLAN (3-YEAR PLAN)

The main objective of the Plan is to ensure the following.

a) Increasing tree canopy cover (also plant indigenous trees and reduce alien plants).
b) Greening, enlarging, and enhancing public open spaces (Pos) (parks infrastructures and nature playgrounds).
c) Greening of city/town centre (building of nursery/ garden beds, Orchard".
d) Empower local economy through greening activities. Projects in the greening plan:
    - Encourage and increase street tree cover year-on-year.
    - Reduce 30% of alien species by 2021.
    - Educating the community (Build community awareness and community involvement in greening, Arbor week events).

This is the progress to date regarding Greening Plan

- **Trees in schools (Ndabankulu, Mkhuphulangwenya, Sakhiseni High)**
- **Tugela Ferry town entrance greening (Mthembu)**
- **Ward 13 halls and schools greening**
- **Msinga Traffic department**
- **Pomeroy Landfill site**
- **Ward 3 and 5 (400 trees)**
- **Established eBhubesini orchard.**
- **Cleared alien plants in ward 14 and 4.**
- **Old Malomini nursery.**
- **Secured different youth greening programmes from DEFF.**
- **Participated in the Arbor city awards in 2019 and got a second prize in the rural category.**
- **Developed a 3-year greening plan.**
- **Currently working on a greener town entrances project (Tugela Ferry, Mthembu and Mabaso).**

C.4.2.2.1 GREENING (MALOMINI NURSERY)

The nursery is needed for ecological restoration. Ecological restoration is the practice of fixing, renewing, and restoring degraded or damaged ecosystems and habitats in the environment by human intervention and action.

Why Restore?

- **Clean Air Ecosystems** produce oxygen and also purify and detoxify the air.
- **Clean Water Ecosystems** provide us with clean water and store and cycle fresh water.
- **Climate Ecosystems** regulate the climate.
- **Healthy Soil Ecosystems** form topsoil and prevent erosion and flood damage.
- **Raw Materials Ecosystems** produce raw materials, foods, and medicines.

Why do we need a nursery?

- Sustainable Development
- Msinga LM currently constructing 5 roads and 5 sports fields (with sports fields contributing more to vegetation clearing).
- Vegetation clearing in these projects triggered activity 27 of the EIA (more than 1 hectare of vegetation cleared).

C.4.2.3 WASTE TYPES AND CATEGORIES

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

The following broad waste types are known to be generated within the Msinga Local Municipality:

- Garden Refuse,
- Medical Waste,
- Building waste (rubble),
- Putrescible waste,
- Domestic waste.

C.4.2.4 HOUSEHOLDS AND DOMESTIC WASTE

The majority of households within the Municipality use their own refuse dump. Waste is collected from approximately only less than 2% of homes at least a week by the Msinga Municipality. Consumable goods packaging was not observed at farming / rural homesteads. However relatively affluent homes produced a large amount of packaging in the form of wrapping and paper. Burning at waste pits in farming areas is assumed to be a common occurrence.

A number of homesteads in rural areas were observed to have their own waste pits. Domestic waste in the more urban areas was observed to contain a large number of recyclable materials. The challenge facing the Msinga Local Municipality are limited financial capacity of the Municipalities and ability to further extend existing refuse removal services.

MSINGA MUNICIPALITY	NO. OF POPULATION
Removed by local authority/private company/community members at least once a week	113 **(0.34%)**
Removed by local authority/private company/community members less often than once a week	47
Communal refuse dump	2482 **(6.5%)**
Communal container/central collection point	74
Own refuse dump	32839 **(85.6%)**
Dump or leave rubbish anywhere (no rubbish disposal)	484
Other	2333
Total	**38372**

As per 2016 StatsSA, the Municipality is still in the development stage, however, about 85.6% of the households are using their own refuse dumps which is not environmentally friendly. Hence, the Municipality is currently using the registered dumping site as follow **(figure 8 on page 51):**

- Pomeroy landfill site: this dumping site needs to be rehabilitated, fenced, and must be made to meet environmental requirements and regulations.

C.4.2.5 BUSINESS WASTE IN TOWN CENTRES

The town centres (Tugela Ferry, Keates Drift and Pomeroy) generate domestic waste which is collected and stored at a Pomeroy landfill site. In most of the town centres the shops consisted of a grocery shops, Hardware

and petrol station. Most of the wastes include packaging and cartons from the retail trade sector within the urban areas of the Municipality.

There appears to be a small recycling industry gathering these waste materials at the landfill sites. This therefore points to the obvious question of how to remove these materials from the general waste stream. It would be more efficient to remove those useful components before they reach the landfill site. The volumes recovered will tend to be higher and the quality of the recovered material is usually better.

C.4.2.6 BUILDING WASTE

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

C.4.2.7 MEDICAL WASTE

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

C.4.2.8 ILLEGAL DUMPING

Illegal dumping is reported to be a problem in localised areas within the Municipality. The current strategies to deal with illegal dumping include:

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

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

C.4.2.9 RECYCLING

Separation at source has become a requirement with the promulgation of the Waste Act and the 25% diversion targets set in the NWMS (2011). It provides a beneficial potential alternative to the current landfill only option. It should be considered strongly in the face of limited landfill airspace in Msinga Local Municipality for a fully integrated system.

This section will describe the various recycling initiatives exist within Msinga Local Municipality.

C.4.2.9.1 Separation at source: Business centres by Msinga Recycling business initiative.

Msinga recycling business Ltd is a recycling scheme that has a contract with Msinga local Municipality. They are the main recycling business within Msinga municipality based at the Pomeroy landfill site. They have about 12 workers reclaiming waste at the landfill site. They are currently recycling cardboards, paper, plastic and different types of plastic bottles. The owner of the recycling business assisted by waste truck loaders are responsible for separating waste at source. The main waste sources are businesses in towns, the majority of their waste goes to the landfill site. The recycler separates all the waste they will need for recycling, they separate waste directly from business waste storage facilities.

C.4.2.9.2 Buy back facilities (Msinga recycling Pty Ltd and Msinga Local Municipality)

Buy-back facilities operate on premises that are licenced for the sorting, processing, and storage of various recyclables. The current recycling schemes operates at the registered Pomeroy landfill site. There are two major buy-back centres that collect recyclables from businesses and retailers in Msinga Local Municipality. Buy-back centres also buy recyclables from informal landfill pickers at landfill sites and street pickers. The incoming recyclables are weighed and then paid for in by the municipality to the street pickers. Both these buy-centres operates at the landfill site, Msinga local municipality buy-back centre is responsible for recycling glass, tins, and cans. Whilst Msinga recycling Pty Ltd is responsible for recycling plastic, papers, and different types of plastic bottles. Both these buy-back centres use one facility

but different equipment such as baling machine, storages, and glass crushers etc.

C.4.2.9.3 OTHER WASTE RECYCLING INITIATIVES

1. Recycling cooperation's

It was noted that there is one major family that collect recyclables and store these at their home or request assisted with transport to transport their recyclables to buyers at Pietermaritzburg. The KwaZulu-Natal department of economic development, tourism and environmental affairs recommended that these people be grouped and be registered as coops. They sell their recyclables to Msinga Municipality buy back centre or some other buyers in Pietermaritzburg to get cash in return. They collect bottles, tins, plastic, papers, and other steel material from liquor stores, communities, schools, businesses, and street around Msinga and transport it to Pomeroy landfill site and other places for sale. They face challenges of transport as they use their man made to collect recyclables. Sometimes there are stockpiles of glass recyclables, and the owners cannot transport them to sell because they face challenges of transport and mostly the market.

C.4.3 TRANSPORTATION INFRASTRUCTURE

The proposed Msinga Road Master Plan assist Msinga Municipality in addressing the most critical needs in terms of road infrastructure development. Most of its settlements are located in very remote areas where poor access to roads and essential services such as Educational and Health facilities exist.

Proper road access is vital for economic growth in rural areas. According to the National Rural Strategy 2007, land use and transport plans are key issues to support rural development. The strategy is aimed at developing balanced and sustainable rural transport systems by supporting local infrastructure and services.

The emphasis is to improve access roads, develop passable roads, and address neglected infrastructure and corridors, which are linked to markets and other social services. For instance, agriculture and farming are seen as the main sources of economic development in rural areas and have to be strengthened by providing freight logistical support to boost their productivity.

The Msinga Roads Master plan aims to improve the following:

- Proper access to educational facilities
- Proper access for emergency services, such as ambulances
- Poverty alleviation through providing transport access for trading e.g., Agricultural products.
- Local economic development
- Further infrastructure service delivery
- Possible tourism benefits
- Increase economic growth in rural development nodes.

The municipal objectives are:

- To maintain our existing infrastructure, especially Municipal roads.
- Digging the graves on cemetery allocated sites to reserve the land for future development.
- Digging the dams – far away from major routes.
- To do kickabouts and its maintenance.
- Pipe trenching for water services.

Main challenges.

- Breakdowns on Construction Plant.
- Limited Budget Maintenance.
- Shortage of Operators.
- Aging on machineries.
- Deviations on working programs.

C.4.3.1 CHALLENGES FACED FROM LEGISLATIVE REQUIREMENTS

Due to the complexity of rural roads requirements and implementation, it is required from the Planning Authority to establish a Rural Road Transport Forum (kzntransport.gov.za, 2011). A Rural Road Transport Forum is a committee that is elected by the community to represent that community in road-related matters. The function of this committee is to assist the Department in prioritizing the community needs and giving feedback to various stakeholders in the community on departmental programmes.

Msinga Local Municipality as the Planning Authority for rural roads, should adhere to the above requirements in their IDP. A Public Participation Strategy is required to effectively engage with the residents on road infrastructure needs. The goals of the plan are as follows:

- Design and execute outreach activities to facilitate public involvement.
- Develop outreach strategies to identify the interested and affected public.
- Provide information to the public.
- Provide venues and tools to engage the public in planning dialogue.
- Design and develop materials to increase the public's understanding of district and local planning.
- Review and use input and provide feedback to the public.
- Evaluate public involvement activities.

The challenge, however, is that communities' perspectives on their individual road-related needs may differ, and to find conformity in everybody's point of view remains a difficult task for the Planning Authority.

C.4.3.1.1 UPDATING OF GIS-RELATED DATA SETS IN RURAL AREAS

1. Capturing & updating of informal Access Roads and Tracks

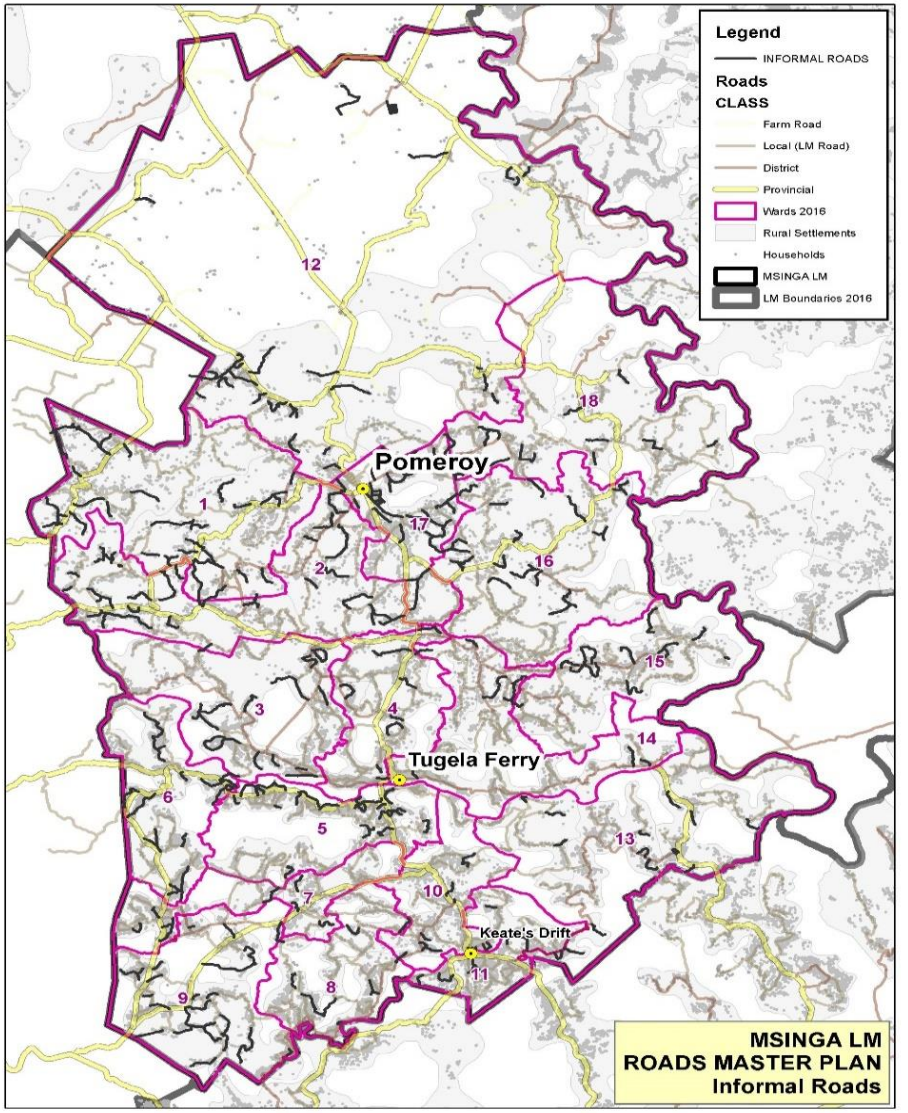
Although the KwaZulu-Natal Department of Transport (DOT) has a data set of their own infrastructure assets, this data set does not contain specific details on informal access roads, tracks and footpaths that are currently being used by local residents for access to formal roads.

The GIS was therefore used to capture these informal access routes and spatial attributes from the latest aerial photography. This allowed the identification of existing routes that the communities are already using in terms of the following criteria:

- Access routes to communities without proper existing road access.
- Access to community facilities such as schools, clinics, community halls etc.
- Connecting roads between major transport routes.
- Local pick-up routes within communities.

The Msinga Local Municipality was also consulted to ensure that the details provided from the GIS is comprehensive enough to allow for proper road access to the above criteria. Road segments earmarked for implementation in the latest SDF were also included.

In the following map these informal access routes and tracks that were captured on the GIS can be viewed in relation to the existing DOT roads:



MAP 15: UPDATED ACCESS ROADS FOR MSINGA MUNICIPALITY

2. UPDATING OF SPATIAL ATTRIBUTES

Spatial attributes were captured for each of the above informal access routes that are not DOT assets. Details included the following:

- What type of access route it is, e.g., informal track, footpath etc.
- What type of access will it provide to the surrounding communities, e.g., local pick-up route, connecting road, dead-end road to a remote community etc.
- Who will benefit from this new road, e.g., local community, nearby community facility such as a school, clinic, community hall etc.?
- What traffic volume this road should provide.

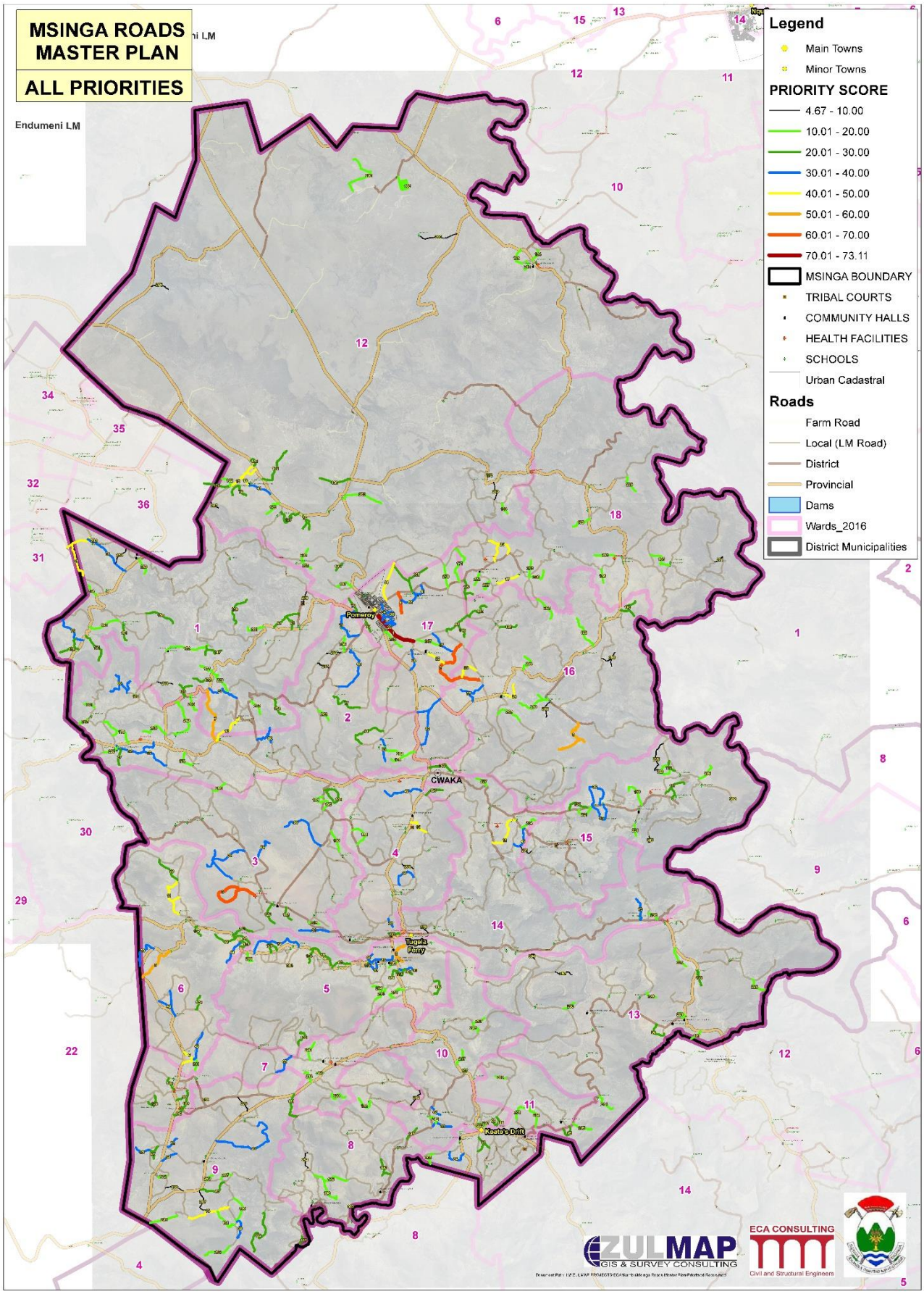
C.4.3.2 ROADS MASTER PLAN OUTCOMES

C.4.3.2.1 PRIORITISED ROAD SEGMENTS

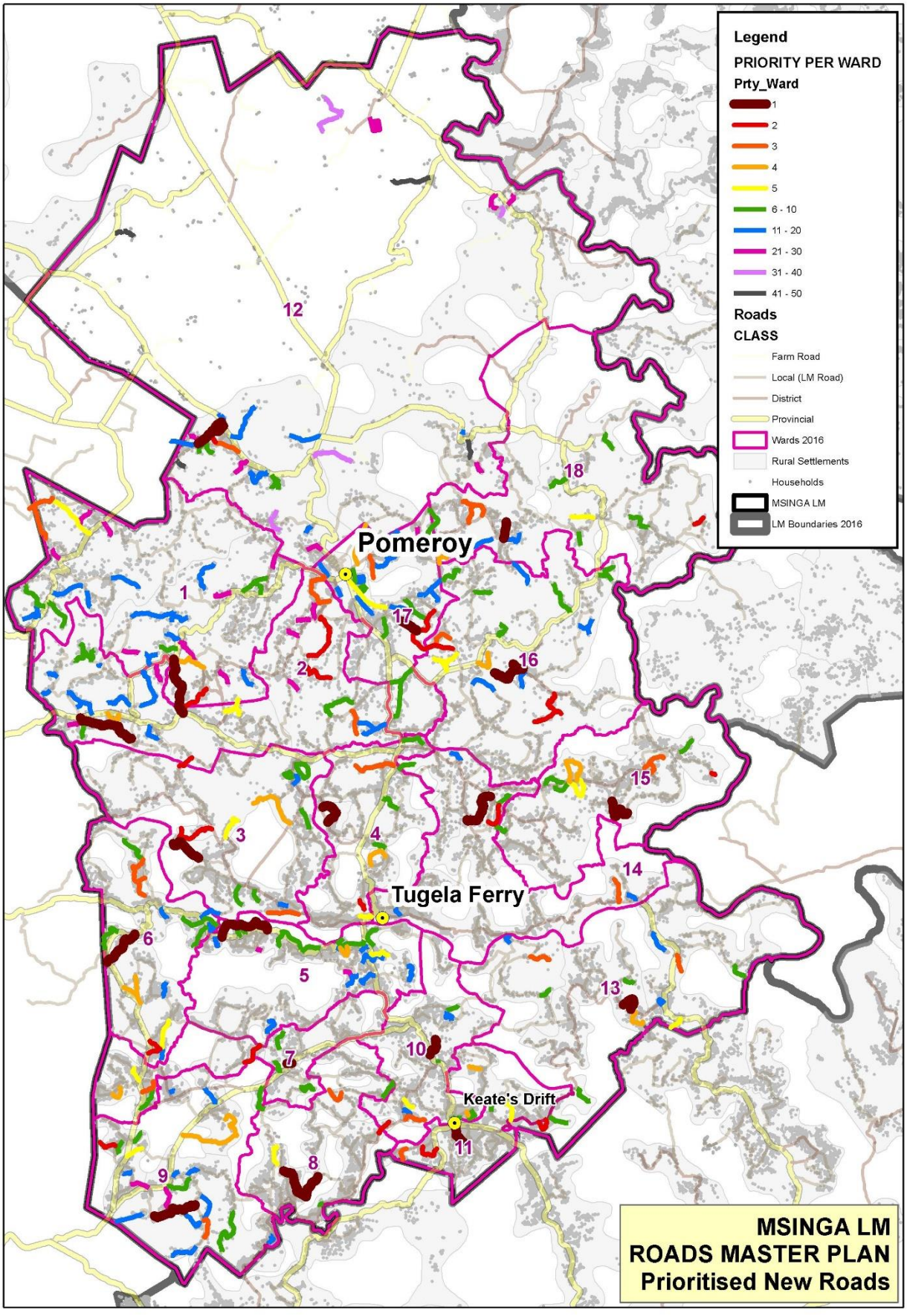
A total of 281 road segments were included in this Rural Roads Master Plan. These are all road segments where no formal roads exist. Each of these road segments has its own prioritisation score out of a possible 100 points. The map below provides an overview of these road segments (**Prioritisation Model Outcomes).**

C.4.3.2.2 TOP PRIORITISED RURAL ROADS

To enable the Municipality in addressing the prioritised roads for implementation purposes, the estimated implementation costs for the top prioritised road per ward were calculated. These top 18 roads (top road segment per ward) can be seen in the map below, **Prioritisation Model Outcomes**.



MAP 16: RURAL ROADS PRIORITISATION MODEL OUTCOME



MAP 17: RURAL ROAD PRIORITISATION SCORING

C.5.0 LOCAL ECONOMIC DEVELOPMENT (LED)

This LED provides an executive summary of the research and review process conducted by Msinga Municipality through consultations and engagements with relevant stakeholders of the Msinga Local Economic Development (LED) value chain. Reading through the document will provide an overview of the current state of local economic development in Msinga as well as the proposed strategies and programmes for an improved economic environment within the local municipality.

C.5.1 BACKGROUND

The Municipality has recently reviewed the **Local Economic Development Strategy in 2020** and adopted by the Msinga Council. The main purpose of this study is to assist the municipality review the implementation of LED in Msinga in an integrated manner, building upon the strengths and identifying areas requiring additional support, notably focusing on the key nodes of the Municipality.

Importantly, the LED will take its lead from the new opportunities within the sphere provincial economic development policy as set out in the PGDS. This review will also take close cognisance of the Msinga IDP and other municipal plans being developed. The review is intended to strengthen LED locally, and assist the municipality fulfil its mandate to improve the overall economic and social conditions prevailing in the Msinga, and to bring sustainable economic change that benefits all.

C.5.1.1 PRIMARY OBJECTIVES

The Msinga LED Strategy has been adapted to reflect the needs and development goals of the economically thriving and lagging areas of the municipality. The main objectives for the strategy (guided by the IDP's LED objectives) are therefore to:

SPECIFIC OBJECTIVES

- To undertake a detailed economic analysis to enable identification of appropriate interventions that will lead to economic development of the area.
- To formulate an implementable LED Strategic framework to guide the promotion and support of sustainable economic development within Msinga Municipality.
- Improve coordination of economic development planning and implementation across government and between government and non-governmental actors.
- Identify needs and gaps in enterprise support and business infrastructure in Msinga region.
- Explore incentives that the municipality can provide or source to support existing businesses to grow their operations and create more jobs within the municipality.
- Identify ways to attract and promote inward investment.
- Identify approaches to support SMME development and regulation of informal trading.
- To create a database of projects within the municipality including those being implemented, economic opportunities and future potential projects.
- To formulate a matrix to guide the Municipality in terms of identification and prioritizing strategic projects for investigation and implementation.
- To optimize the creation of new economic and business opportunities that will translate into meaningful economic growth, job creation and poverty alleviation in the study area.

C.5.2 STRATEGIC FRAMEWORK AND PROJECT DEVELOPMENT

The development of the strategic framework stems from the understanding of the status quo, an analysis of LED needs and the opportunities that lie in the municipality. The strategic framework is guided by the municipal IDP and its development trajectory for Msinga.

The main components and objectives of the strategic framework are therefore to:

- Define a vision for LED in Msinga Local Municipality.
- Formulate strategies to achieve the vision; and
- Unpack the strategies into implementable projects and programmes.

C.5.2.1 THE VISION AND MISSION

A vision is a point of reference to keep the stakeholders and the Municipality focused on the important issues and inspire collective responsibility and action. According to the IDP of Msinga, the current vision of the municipality is:

Commitment to work with the Traditional leadership towards **corruption free governance**, **infrastructural development**, **poverty eradication** and supporting **local economic development initiatives** towards the financial and social emancipation of the Msinga community.

The mission of the municipality aims to provide guidance as to how the municipality will be able to achieve its vision. Msinga Local Municipality's mission is:

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

C.5.2.2 STRATEGIES

The transformation of current challenges into potential opportunities is crucial for the development of a meaningful strategic framework for Msinga's LED. Whilst working towards this, the existing opportunities must be strengthened which will ensure that there is optimal use of available resources towards the development of the local community. This will require the identification of a strategic framework that promotes the existing strengths, converts the weaknesses into potential opportunities, and diversifies the current activities to ensure expanded and productive growth in the local economy.

The strategies that will be employed to achieve LED in Msinga Local Municipality are as follows:

STRATEGY	PROJECTS
STRATEGY 1: DEVELOPMENT OF THE AGRICULTURAL SECTOR	▪ Feasibility studies should be completed to establish the probability using agricultural products for renewable energy and biofuels in Msinga. ▪ Develop strategies to fast-track the operations of existing FPSUs so as to ensure that there is efficient use of availed agricultural resources. ▪ Establish tunnel farming opportunities. ▪ Establish community gardens. ▪ Complete feasibility study on the development of hydroponic urban farming ▪ Undertake a feasibility study and prepare a business plan for a Traditional Medicines Project ▪ Develop awards ceremonies for female and youth farmers
STRATEGY 2: EXPANSION AND SUPPORT FOR THE TOURISM SECTOR	▪ Develop a tourism plan with a marketing strategy for Msinga. ▪ Identify possible township tourism activities that can be supported or areas to be developed. ▪ Identify and support the development of eco-tourism assets. ▪ Develop a tourism events calendar including sporting events, festivals, cultural activities, and eco-tourism events.
STRATEGY 3: DIVERSIFICATION AND EXPANSIONOF THE MANUFACTURING SECTOR	▪ Undertake skills audit to understand manufacturing sector needs/gaps. ▪ Plan and facilitate the organisation of small-scale manufacturers and artisans in rural areas. ▪ Identify and support SMMEs or start-ups in agro-processing of canned products and niche products. ▪ Develop a manufacturing sector policy. ▪ Support the establishment of tin processing SMMEs (more especially in Tomatoes). ▪ Feasibility study for the suitability of wind energy for manufacturing activities.
STRATEGY 4: IMPROVEMENT OF THE MUNICIPALITY'S INSTITUTIONAL AND POLICY ENVIRONMENT	▪ Train and capacitate the LED unit of the Municipality. ▪ Partnership enhancement programme ▪ Training for Ward Councillors and committee members ▪ Complete a feasibility study for the establishment of a skills development trade school in Msinga (e.g., artisan's trade school)
STRATEGY 5: DEVELOPMENT AND UPGRADE OF THE STRATEGIC ECONOMIC INFRASTRUCTURE	▪ Develop strategic partnerships with other ICT role players that support economic development and lobby for the development and maintenance of ICT infrastructure. ▪ Develop an investment promotion plan for Msinga Local Municipality ▪ Lobby for the speedy tarring of gravel roads going to Msinga CBD. ▪ Lobby for the development of bulk infrastructure for Msinga Local Municipality ▪ Provision of working equipment and tools for informal artisans operating in and around Msinga CBD.
STRATEGY 6: SUPPORT THE DEVELOPMENT OF SMALL ENTERPRISES AND THE INFORMAL ECONOMY	▪ Develop an Informal Sector Plan. ▪ Complete a SMME Development Plan. ▪ Provide lockable storage facilities for traders at Msinga taxi ranks. ▪ Upgrade of toilets and provision of infrastructure at Msinga taxi rank. ▪ Provide shelters for informal activities in Msinga Local Municipality. ▪ Develop by-laws to regulate informal trading activities in Msinga. ▪ Re-develop and formalise the informal business nodes in and around Msinga CBD. ▪ Create a database of youth-owned businesses in Msinga. ▪ Incorporate youth business owners in local business forum engagements. ▪ Develop incentives for skills transfer from private sector to youth owned businesses.

	▪ Establish a market for rural business owners.
STRATEGY 7: ENCOURAGE ENVIRONMENT FRIENDLY PRACTICES FOR A GREEN ECONOMY AND SUPPORT INNOVATION INITIATIVES	▪ Partner with uMzinyathi DM's Water Services Board to establish and promote rainwater harvesting systems. ▪ Reconsider if there are any such opportunities. ▪ Host an incubator programme for start-ups in innovation and technology. ▪ Engage and educate community members and youth on available/potential opportunities in the green economy.

The strategies are further discussed in detail in the LED Strategy document (page 83).

C.5.3 IMPLEMENTATION FRAMEWORK

This Implementation Framework section provides a guideline for the implementation of Local Economic Development initiatives for enabling economic and social improvement within the Msinga Local Municipality. It provides practical steps necessary to implement the projects/programmes that have been identified in the previous section, The Strategic Framework section. This includes a timeframe and estimates budget for each of the projects, a monitoring and evaluation framework. The sub-sections of this implementation framework section are structured as follows:

- Implementation plan and project time frames
- Institutional and organizational arrangements
- Financial plan
- Monitoring and evaluation framework

The Local Municipality needs to work closely with the District Municipality and other key stakeholders in ensuring that the planning and implementation of the proposed projects is followed through. This would require the prioritisation of cooperation within the municipality as well as continuous engagement with relevant stakeholders. There would also be a need for building new and strengthening existing networks of association as this is important for institution building across all government spheres.

C.5.3.1 INSTITUTIONAL PARTNERSHIP STRUCTURES

The Municipal Systems Act (Section 3(1)) indicates that there should be a symbiotic relationship between District and Local Municipality. The key implications of this Act are that in undertaking both planning and implementation of LED programmes and projects, Msinga Local Municipality can request financial, technical, and administrative support and assistance from uMzinyathi District Municipality and similarly uMzinyathi District Municipality may also request financial, technical, and administrative support and assistance from Msinga Local Municipality.

Given that the Local Municipality requires specific services such as bulk services provision from the district, the success of this LED strategy will be reliant on close cooperation and coordination between the Local and the District Municipality.

The projects outlined in the strategic framework require collaboration and alignment with various uMzinyathi development agencies which might have the wherewithal provide support to the development of the Msinga Local Municipality. The collaborative strategy requires the creation of synergy between the development ideals of various agencies and institutions to realize the success of the LED strategy.

Some projects need not be facilitated by the municipality itself as they maybe beyond its jurisdiction and capacity. These might be specialised projects which would fall on the hands of agencies that are specifically mandated to carry out these projects. The municipality's strategy only needs to play a facilitation role in some projects. It is however paramount that stakeholders at the district level and the local level are brought together in this process to ensure that as much collaboration is realized and that all available resources are utilized.

C.5.3.1.1 INSTITUTIONAL FRAMEWORK

Institutional arrangements play a key role in the facilitation of economic and socio-economic development in municipalities. This Institutional Plan sub-section examines the institutional arrangement that are in place or are most relevant for Msinga Local Municipality.

The below suggested institutional framework is crucial for an optimal Local Economic Development Strategy within the Msinga Local Municipality so as to ensure proper and efficient use of resources.

See the Table Below for Institutional Framework.

C.5.3.2 IMPLEMENTATION PLAN

The Project Implementation Plan illustrates a detailed time-based perspective of the proposed projects for implementation. The below table shows the project number, the project name, and the proposed timeframe

for project competition. The Gantt chart starts from 2020 and ends in year 2030 depending on whether the projects are short-, medium-, or long-term.

Important to note that the projects listed below, especially the short-term projects, will be greatly influenced by factors such as human capital and resource availability. A lack of some of these resources could see that project's implementation timeframe exceeding the initially estimated timeframe.

An estimated timeframe has been allocated to each project based on the duration that it would take to complete the project. These timeframes are based on the following:

- Short term: 1-2 years
- Medium term: 3-5 years
- Long term: 6-10 years
- Continuous

C.5.3.2.1 FINANCIAL PLAN

The table below provides a time-based perspective of the projects proposed for implementation.

The Financial Plan reflected in the table below provides an overview of budget requirements per project/programme. The budgets indicated in the table are indicative only. Detailed cost estimates can only be made once feasibility studies for the actions have been undertaken that includes the conceptualisation of the designs of the facilities and actions.

C.5.3.3 MONITORING AND EVALUATION FRAMEWORK

The monitoring and evaluation (M&E) process is always seen as an essential component used in the process of developing and implementing projects/programmes. The objectives of the monitoring and evaluation mechanisms are:

- Ensure that the correct milestones, as planned, are being achieved.
- Act as an early warning system in cases where targets are unlikely to be achieved.
- Provide regular information to all stakeholders on progress of the projects and an informed basis for any reviews.
- Ensure the continuous sharpening and focusing of strategies and assist in the mobilisation of appropriate interventions.

It should be noted that monitoring and evaluation of the projects would be a continuous implementation review function to provide the main stakeholders with early indications of progress or lack thereof in the achievement of objectives and outputs. The monitoring team should make use of the following project specific tools and indicators.

TABLE 41: INSTITUTIONAL FRAMEWORK

STRATEGY	PROJECTS	SUPPORTING PARTNERS
STRATEGY 1: DEVELOPMENT OF THE AGRICULTURAL SECTOR	▪ FEASIBILITY STUDIES SHOULD BE COMPLETED TO ESTABLISH THE PROBABILITY USING ▪ AGRICULTURAL PRODUCTS FOR RENEWABLE ENERGY AND BIOFUELS IN MSINGA.	KZN Sustainable Energy Forum, EDTEA
	▪ DEVELOP STRATEGIES TO FASTTRACK THE OPERATIONS OF EXISTING FPSUS SO AS TO ENSURE THAT THERE IS EFFICIENT USE OF AVAILED AGRICULTURAL RESOURCES.	DAFF, DRDLR, DTI, COGTA, Msinga LM
	▪ ESTABLISH TUNNEL FARMING OPPORTUNITIES	DRDLR, DAFF, Msinga LM
	▪ ESTABLISH GARDENS COMMUNITY	DRDLR, DAFF, Msinga LM
	▪ COMPLETE FEASIBILITY STUDY ON THE DEVELOPMENT OF HYDROPONIC URBAN FARMING	uMzinyathi DM, COGTA, DTI, DSBD, DAFF
	▪ UNDERTAKE A FEASIBILITY STUDY AND PREPARE A BUSINESS PLAN FOR A TRADITIONAL MEDICINES PROJECT	Msinga LM, DAFF, EDTEA, DMR
	▪ DEVELOP AWARDS CEREMONIES FOR FEMALE AND YOUTH FARMERS	DAFF, DSBD, NYDA
STRATEGY 2: EXPANSION AND SUPPORT FOR THE TOURISM SECTOR	▪ DEVELOP A TOURISM PLAN WITH A MARKETING STRATEGY FOR MSINGA	EDTEA, COGTA, Msinga LM
	▪ IDENTIFY POSSIBLE TOWNSHIP TOURISM ACTIVITIES THAT CAN BE SUPPORTED OR AREAS TO BE DEVELOPED	uMzinyathi DM, EDTEA, Msinga LM
	▪ IDENTIFY AND SUPPORT THE DEVELOPMENT OF ECO-TOURISM ASSETS	EDTEA, DRDLR, **(District Municipality Tourism)**
	▪ DEVELOP A TOURISM EVENTS CALENDAR INCLUDING SPORTING EVENTS, FESTIVALS, CULTURAL ACTIVITIES AND ECO-TOURISM EVENTS.	EDTEA, DRDLR, uMzinyathi DM
STRATEGY 3: DIVERSIFICATION AND EXPANSIONOF THE MANUFACTURING SECTOR	▪ UNDERTAKE SKILLS AUDIT TO UNDERSTAND MANUFACTURING SECTOR NEEDS/GAPS.	EDTEA, SETA, uMzinyathi DM, DSBD
	▪ PLAN AND FACILITATE THE ORGANISATION OF SMALL-SCALE MANUFACTURERS AND ARTISANS IN RURAL AREAS	DSBD, SEDA, Msinga LM, uMzinyathi DM
	▪ IDENTIFY AND SUPPORT SMMES OR START-UPS IN AGRO-PROCESSING OF CANNED PRODUCTS AND NICHE PRODUCTS.	DTI, EDTEA, SEDA, DAFF, uMzinyathi DM
	▪ DEVELOP A MANUFACTURING SECTOR POLICY.	uMzinyathi DM, Msinga LM, COGTA, DTI
	▪ SUPPORT THE ESTABLISHMENT OF TIN PROCESSING SMMES	SEDA, Msinga Business Forum, Msinga LM
	▪ FEASIBILITY FOR STUDY FOR THE SUITABILITY OF WIND ENERGY FOR MANUFACTURING ACTIVITIES.	EDTEA, KZN Sustainable Energy Forum.
STRATEGY 4: IMPROVEMENT OF THE MUNICIPALITY'S INSTITUTIONAL AND POLICY ENVIRONMENT	▪ TRAIN AND CAPACITATE THE LED UNIT OF THE MUNICIPALITY	COGTA, EDTEA, SETA, Msinga LM
	▪ PARTNERSHIP ENHANCEMENT PROGRAMME	COGTA, EDTEA, DTI, Msinga LM, uMzinyathi DM
	▪ TRAINING FOR WARD COUNCILLORS AND COMMITTEE MEMBERS	Msinga LM, COGTA
	▪ COMPLETE A FEASIBILITY STUDY FOR THE ESTABLISHMENT OF A SKILLS DEVELOPMENT TRADE SCHOOL IN MSINGA (E.G. ARTISAN'S TRADE SCHOOL)	DHET, Msinga LM, uMzinyathi DM

STRATEGY 5: DEVELOPMENT AND UPGRADE OF THE STRATEGIC ECONOMIC INFRASTRUCTURE	▪ DEVELOP STRATEGIC PARTNERSHIPS WITH OTHER ICT ROLE PLAYERS THAT SUPPORT ECONOMIC DEVELOPMENT AND LOBBY FOR THE DEVELOPMENT AND MAINTENANCE OF ICT INFRASTRUCTURE.	COGTA, EDTEA, SETA, Msinga LM
	▪ DEVELOP AN INVESTMENT PROMOTION PLAN FOR MSINGA LOCAL MUNICIPALITY	COGTA, EDTEA, DTI, Msinga LM, uMzinyathi DM
	▪ LOBBY FOR THE SPEEDY TARRING OF GRAVEL ROADS GOING TO MSINGA CBD	Msinga LM, COGTA
	▪ LOBBY FOR THE DEVELOPMENT OF BULK INFRASTRUCTURE FOR MSINGA LOCAL MUNICIPALITY	DHET, Msinga LM, uMzinyathi DM
	▪ PROVISION OF WORKING EQUIPMENT AND TOOLS FOR INFORMAL ARTISANS OPERATING IN AND AROUND MSINGA CBD.	COGTA, EDTEA, SETA, Msinga LM
STRATEGY 6: DEVELOP AND SUPPPORT SMME'S AND THE INFORMAL SECTOR WITHIN THE MUNICIPALITY	▪ DEVELOP AN INFORMAL SECTOR PLAN.	DSBD, EDTEA, Msinga LM
	▪ COMPLETE A SMME DEVELOPMENT PLAN.	DSBD, EDTEA, Msinga LM
	▪ PROVIDE LOCKABLE STORAGE FACILITIES FOR TRADERS AT MSINGA TAXI RANKS.	Msinga LM, DSBD
	▪ UPGRADE OF TOILETS AND PROVISION OF INFRASTRUCTURE AT MSINGA TAXI RANK.	Msinga LM, uMzinyathi DM, DSBD
	▪ PROVIDE SHELTERS FOR INFORMAL ACTIVITIES IN MSINGA LOCAL MUNICIPALITY.	DSBD, EDTEA, Msinga LM
	▪ DEVELOP BY-LAWS TO REGULATE INFORMAL TRADING ACTIVITIES IN MSINGA.	Msinga LM, uMzinyathi DM,
	▪ RE-DEVELOP AND FORMALISE THE INFORMAL BUSINESS NODES IN AND AROUND MSINGA CBD	Msinga LM, uMzinyathi DM, DSBD, DRDLR
	▪ CREATE A DATABASE OF YOUTH-OWNED BUSINESSES IN MSINGA	Msinga LM, DSBD
	▪ INCORPORATE YOUTH BUSINESS OWNERS IN LOCAL BUSINESS FORUM ENGAGEMENTS	Msinga LM, uMzinyathi DM
	▪ DEVELOP INCENTIVES FOR SKILLS TRANSFER FROM PRIVATE SECTOR TO YOUTH OWNED BUSINESSES	Msinga LM, EDTEA
	▪ ESTABLISH A MARKET FOR RURAL BUSINESS OWNERS	Msinga LM, EDTEA, uMzinyathi DM
STRATEGY 7: ENCOURAGE ENVIRONMENT FRIENDLY PRACTICES FOR A GREEN ECONOMY AND SUPPORT INNOVATION INITIATIVES	▪ PARTNER WITH UMZINYATHI DM'S WATER SERVICES BOARD TO ESTABLISH AND PROMOTE RAIN-WATER HARVESTING SYSTEMS.	Msinga LM, uMzinyathi DM, DAFF
	▪ HOST AN INCUBATOR PROGRAMME FOR START-UPS IN INNOVATION AND TECHNOLOGY	Msinga LM, uMzinyathi DM, DSBD, EDTEA
	▪ ENGAGE AND EDUCATE COMMUNITY MEMBERS AND YOUTH ON AVAILABLE/POTENTIAL OPPORTUNITIES IN THE GREEN ECONOMY	Msinga LM, uMzinyathi DM, EDTEA

TABLE 42: IMPLEMENTATION PLAN

STRATEGY	PROJECTS	TIME FRAME	SHORT-TERM		MEDIUM-TERM			LONG-TERM					
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
STRATEGY 1: DEVELOPMENT OF THE AGRICULTURAL SECTOR	▪ FEASIBILITY STUDIES SHOULD BE COMPLETED TO ESTABLISH THE PROBABILITY USING ▪ AGRICULTURAL PRODUCTS FOR RENEWABLE ENERGY AND BIOFUELS IN MSINGA.	***SHORT-TERM***											
	▪ DEVELOP STRATEGIES TO FASTTRACK THE OPERATIONS OF EXISTING FPSUS SO AS TO ENSURE THAT THERE IS EFFICIENT USE OF AVAILED AGRICULTURAL RESOURCES.	**MEDIUM-TERM**											
	▪ ESTABLISH TUNNEL FARMING OPPORTUNITIES	**SHORT-TERM**											
	▪ ESTABLISH GARDENS COMMUNITY	**CONTINUOUS**											
	▪ COMPLETE FEASIBILITY STUDY ON THE DEVELOPMENT OF HYDROPONIC URBAN FARMING	**CONTINUOUS**											
	▪ DEVELOP AWARDS CEREMONIES FOR FEMALE AND YOUTH FARMERS	**SHORT-TERM**											
STRATEGY 2: EXPANSION AND SUPPORT FOR THE TOURISM SECTOR	▪ DEVELOP A TOURISM PLAN WITH A MARKETING STRATEGY FOR MSINGA	**MEDIUM-TERM**											
	▪ IDENTIFY POSSIBLE TOWNSHIP TOURISM ACTIVITIES THAT CAN BE SUPPORTED OR AREAS TO BE DEVELOPED	**SHORT-TERM**											
	▪ IDENTIFY AND SUPPORT THE DEVELOPMENT OF ECO-TOURISM ASSETS	**CONTINUOUS**											
	▪ DEVELOP A TOURISM EVENTS CALENDAR INCLUDING SPORTING EVENTS, FESTIVALS, CULTURAL ACTIVITIES AND ECO-TOURISM EVENTS.	**CONTINUOUS**											
STRATEGY 3: DIVERSIFICATION AND EXPANSIONOF THE MANUFACTURING	▪ UNDERTAKE SKILLS AUDIT TO UNDERSTAND MANUFACTURING SECTOR NEEDS/GAPS.	**MEDIUM-TERM**											
	▪ PLAN AND FACILITATE THE ORGANISATION OF SMALL-SCALE	**SHORT-TERM**											

STRATEGY	PROJECTS	TIME FRAME	SHORT-TERM		MEDIUM-TERM			LONG-TERM					
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
SECTOR	MANUFACTURERS AND ARTISANS IN RURAL AREAS												
	▪ IDENTIFY AND SUPPORT SMMES OR START-UPS IN AGRO-PROCESSING OF CANNED PRODUCTS AND NICHE PRODUCTS.	**MEDIUM-TERM**											
	▪ DEVELOP A MANUFACTURING SECTOR POLICY.	**SHORT-TERM**											
	▪ SUPPORT THE ESTABLISHMENT OF TIN PROCESSING SMMES	**MEDIUM-TERM**											
	▪ FEASIBILITY FOR STUDY FOR THE SUITABILITY OF WIND ENERGY FOR MANUFACTURING ACTIVITIES.	**SHORT-TERM**											
STRATEGY 4: IMPROVEMENT OF THE MUNICIPALITY'S INSTITUTIONAL AND POLICY ENVIRONMENT	▪ TRAIN AND CAPACITATE THE LED UNIT OF THE MUNICIPALITY	**SHORT-TERM**											
	▪ PARTNERSHIP ENHANCEMENT PROGRAMME	**MEDIUM-TERM**											
	▪ TRAINING FOR WARD COUNCILLORS AND COMMITTEE MEMBERS	**SHORT-TERM**											
	▪ COMPLETE A FEASIBILITY STUDY FOR THE ESTABLISHMENT OF A SKILLS DEVELOPMENT TRADE SCHOOL IN MSINGA (E.G. ARTISAN'S TRADE SCHOOL)	**MEDIUM-TERM**											
STRATEGY 5: DEVELOPMENT AND UPGRADE OF THE STRATEGIC ECONOMIC INFRASTRUCTURE	▪ DEVELOP STRATEGIC PARTNERSHIPS WITH OTHER ICT ROLE PLAYERS THAT SUPPORT ECONOMIC DEVELOPMENT AND LOBBY FOR THE DEVELOPMENT AND MAINTENANCE OF ICT INFRASTRUCTURE.	**CONTINUOUS**											
	▪ DEVELOP AN INVESTMENT PROMOTION PLAN FOR MSINGA LOCAL MUNICIPALITY	**MEDIUM-TERM**											
	▪ LOBBY FOR THE SPEEDY TARRING OF GRAVEL ROADS GOING TO MSINGA CBD	**CONTINUOUS**											
	▪ LOBBY FOR THE DEVELOPMENT OF BULK INFRASTRUCTURE FOR MSINGA LOCAL MUNICIPALITY	**MEDIUM-TERM**											

STRATEGY	PROJECTS	TIME FRAME	SHORT-TERM		MEDIUM-TERM			LONG-TERM					
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	▪ PROVISION OF WORKING EQUIPMENT AND TOOLS FOR INFORMAL ARTISANS OPERATING IN AND AROUND MSINGA CBD.	**SHORT-TERM**											
STRATEGY 6: DEVELOP AND SUPPPORT SMME'S AND THE INFORMAL SECTOR WITHIN THE MUNICIPALITY	▪ DEVELOP AN INFORMAL SECTOR PLAN.	**MEDIUM-TERM**											
	▪ COMPLETE A SMME DEVELOPMENT PLAN.	**MEDIUM-TERM**											
	▪ PROVIDE LOCKABLE STORAGE FACILITIES FOR TRADERS AT MSINGA TAXI RANKS.	**MEDIUM-TERM**											
	▪ UPGRADE OF TOILETS AND PROVISION OF INFRASTRUCTURE AT MSINGA TAXI RANK.	**MEDIUM-TERM**											
	▪ PROVIDE SHELTERS FOR INFORMAL ACTIVITIES IN MSINGA LOCAL MUNICIPALITY.	**SHORT-TERM**											
	▪ DEVELOP BY-LAWS TO REGULATE INFORMAL TRADING ACTIVITIES IN MSINGA.	**SHORT-TERM**											
	▪ RE-DEVELOP AND FORMALISE THE INFORMAL BUSINESS NODES IN AND AROUND MSINGA CBD	**MEDIUM-TERM**											
	▪ CREATE A DATABASE OF YOUTH-OWNED BUSINESSES IN MSINGA	**SHORT-TERM**											
	▪ INCORPORATE YOUTH BUSINESS OWNERS IN LOCAL BUSINESS FORUM ENGAGEMENTS	**SHORT-TERM**											
	▪ DEVELOP INCENTIVES FOR SKILLS TRANSFER FROM PRIVATE SECTOR TO YOUTH OWNED BUSINESSES	**SHORT-TERM**											
	▪ ESTABLISH A MARKET FOR RURAL BUSINESS OWNERS	**SHORT-TERM**											
STRATEGY 7: ENCOURAGE ENVIRONMENT FRIENDLY PRACTICES FOR A GREEN ECONOMY AND SUPPORT	▪ PARTNER WITH UMZINYATHI DM'S WATER SERVICES BOARD TO ESTABLISH AND PROMOTE RAIN-WATER HARVESTING SYSTEMS.	**CONTINUOUS**											
	▪ HOST AN INCUBATOR PROGRAMME FOR START-UPS IN INNOVATION AND TECHNOLOGY	**MEDIUM-TERM**											

STRATEGY	PROJECTS	TIME FRAME	SHORT-TERM		MEDIUM-TERM			LONG-TERM					
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
INNOVATION INITIATIVES	▪ ENGAGE AND EDUCATE COMMUNITY MEMBERS AND YOUTH ON AVAILABLE/POTENTIAL OPPORTUNITIES IN THE GREEN ECONOMY	**CONTINUOUS**											

TABLE 43: FINANCIAL PLAN

STRATEGY	PROJECTS	BUDGETS
STRATEGY 1: DEVELOPMENT OF THE AGRICULTURAL SECTOR	▪ FEASIBILITY STUDIES SHOULD BE COMPLETED TO ESTABLISH THE PROBABILITY USING ▪ AGRICULTURAL PRODUCTS FOR RENEWABLE ENERGY AND BIOFUELS IN MSINGA.	R230 000
	▪ DEVELOP STRATEGIES TO FASTTRACK THE OPERATIONS OF EXISTING FPSUS SO AS TO ENSURE THAT THERE IS EFFICIENT USE OF AVAILED AGRICULTURAL RESOURCES.	R240 000
	▪ ESTABLISH TUNNEL FARMING OPPORTUNITIES	R270 000
	▪ ESTABLISH GARDENS COMMUNITY	R110 000
	▪ COMPLETE FEASIBILITY STUDY ON THE DEVELOPMENT OF HYDROPONIC URBAN FARMING	R270 000
	▪ UNDERTAKE A FEASIBILITY STUDY AND PREPARE A BUSINESS PLAN FOR A TRADITIONAL MEDICINES PROJECT	R320 000
	▪ DEVELOP AWARDS CEREMONIES FOR FEMALE AND YOUTH FARMERS	R160 000
STRATEGY 2: EXPANSION AND SUPPORT FOR THE TOURISM SECTOR	▪ DEVELOP A TOURISM PLAN WITH A MARKETING STRATEGY FOR MSINGA	R210 000
	▪ IDENTIFY POSSIBLE TOWNSHIP TOURISM ACTIVITIES THAT CAN BE SUPPORTED OR AREAS TO BE DEVELOPED	R40 000
	▪ IDENTIFY AND SUPPORT THE DEVELOPMENT OF ECO-TOURISM ASSETS	R20 000
	▪ DEVELOP A TOURISM EVENTS CALENDAR INCLUDING SPORTING EVENTS, FESTIVALS, CULTURAL ACTIVITIES AND ECO-TOURISM EVENTS.	R170 000
STRATEGY 3: DIVERSIFICATION AND EXPANSIONOF THE MANUFACTURING SECTOR	▪ UNDERTAKE SKILLS AUDIT TO UNDERSTAND MANUFACTURING SECTOR NEEDS/GAPS.	No budget required
	▪ PLAN AND FACILITATE THE ORGANISATION OF SMALL-SCALE MANUFACTURERS AND ARTISANS IN RURAL AREAS	R320 000
	▪ IDENTIFY AND SUPPORT SMMES OR START-UPS IN AGRO-PROCESSING OF CANNED PRODUCTS AND NICHE PRODUCTS.	R320 000
	▪ DEVELOP A MANUFACTURING SECTOR POLICY.	R180 000
	▪ SUPPORT THE ESTABLISHMENT OF TIN PROCESSING SMMES	R37 000
	▪ FEASIBILITY FOR STUDY FOR THE SUITABILITY OF WIND ENERGY FOR MANUFACTURING ACTIVITIES.	More research would be need for this estimation (Green economy Strategies)
STRATEGY 4: IMPROVEMENT OF THE MUNICIPALITY'S INSTITUTIONAL AND POLICY ENVIRONMENT	▪ TRAIN AND CAPACITATE THE LED UNIT OF THE MUNICIPALITY	R80 000
	▪ PARTNERSHIP ENHANCEMENT PROGRAMME	R50 000
	▪ TRAINING FOR WARD COUNCILLORS AND COMMITTEE MEMBERS	R40 000
	▪ COMPLETE A FEASIBILITY STUDY FOR THE ESTABLISHMENT OF A SKILLS DEVELOPMENT TRADE SCHOOL IN MSINGA (E.G. ARTISAN'S TRADE SCHOOL)	R230 000

STRATEGY 5: DEVELOPMENT AND UPGRADE OF THE STRATEGIC ECONOMIC INFRASTRUCTURE	▪ DEVELOP STRATEGIC PARTNERSHIPS WITH OTHER ICT ROLE PLAYERS THAT SUPPORT ECONOMIC DEVELOPMENT AND LOBBY FOR THE DEVELOPMENT AND MAINTENANCE OF ICT INFRASTRUCTURE.	No budget required
	▪ DEVELOP AN INVESTMENT PROMOTION PLAN FOR MSINGA LOCAL MUNICIPALITY	R240 000
	▪ LOBBY FOR THE SPEEDY TARRING OF GRAVEL ROADS GOING TO MSINGA CBD	No budget required
	▪ LOBBY FOR THE DEVELOPMENT OF BULK INFRASTRUCTURE FOR MSINGA LOCAL MUNICIPALITY	No budget required
	▪ PROVISION OF WORKING EQUIPMENT AND TOOLS FOR INFORMAL ARTISANS OPERATING IN AND AROUND MSINGA CBD.	R700 000
STRATEGY 6: DEVELOP AND SUPPPORT SMME'S AND THE INFORMAL SECTOR WITHIN THE MUNICIPALITY	▪ DEVELOP AN INFORMAL SECTOR PLAN.	R180 000
	▪ COMPLETE A SMME DEVELOPMENT PLAN.	R200 000
	▪ PROVIDE LOCKABLE STORAGE FACILITIES FOR TRADERS AT MSINGA TAXI RANKS.	R450 000
	▪ UPGRADE OF TOILETS AND PROVISION OF INFRASTRUCTURE AT MSINGA TAXI RANK.	R700 000
	▪ PROVIDE SHELTERS FOR INFORMAL ACTIVITIES IN MSINGA LOCAL MUNICIPALITY.	R380 000
	▪ DEVELOP BY-LAWS TO REGULATE INFORMAL TRADING ACTIVITIES IN MSINGA.	No budget required
	▪ RE-DEVELOP AND FORMALISE THE INFORMAL BUSINESS NODES IN AND AROUND MSINGA CBD	R700 000
	▪ CREATE A DATABASE OF YOUTH-OWNED BUSINESSES IN MSINGA	No budget required
	▪ INCORPORATE YOUTH BUSINESS OWNERS IN LOCAL BUSINESS FORUM ENGAGEMENTS	No budget required
	▪ DEVELOP INCENTIVES FOR SKILLS TRANSFER FROM PRIVATE SECTOR TO YOUTH OWNED BUSINESSES	No budget required
	▪ ESTABLISH A MARKET FOR RURAL BUSINESS OWNERS	R55 000
STRATEGY 7: ENCOURAGE ENVIRONMENT FRIENDLY PRACTICES FOR A GREEN ECONOMY AND SUPPORT INNOVATION INITIATIVES	▪ PARTNER WITH UMZINYATHI DM'S WATER SERVICES BOARD TO ESTABLISH AND PROMOTE RAIN-WATER HARVESTING SYSTEMS.	No budget required
	▪ HOST AN INCUBATOR PROGRAMME FOR START-UPS IN INNOVATION AND TECHNOLOGY	R170 000
	▪ ENGAGE AND EDUCATE COMMUNITY MEMBERS AND YOUTH ON AVAILABLE/POTENTIAL OPPORTUNITIES IN THE GREEN ECONOMY	R50 000

TABLE 44: MONITORING AND EVALUATION PLAN

STRATEGY	PROJECTS	KEY PERFORMANCE INDICATORS
STRATEGY 1: DEVELOPMENT OF THE AGRICULTURAL SECTOR	▪ FEASIBILITY STUDIES SHOULD BE COMPLETED TO ESTABLISH THE PROBABILITY USING ▪ AGRICULTURAL PRODUCTS FOR RENEWABLE ENERGY AND BIOFUELS IN MSINGA.	▪ Developed terms of reference. ▪ Appointment of suitable service provider ▪ Report on final outcomes
	▪ DEVELOP STRATEGIES TO FASTTRACK THE OPERATIONS OF EXISTING FPSUS SO AS TO ENSURE THAT THERE IS EFFICIENT USE OF AVAILED AGRICULTURAL RESOURCES.	▪ Identify site and develop building. ▪ Meeting and workshop minutes and attendance registers ▪ Assisted farmers to be entered in database. ▪ Engage with smallholder farmers and register co-ops. ▪ Minutes of meetings with DRDLR ▪ Appointment of FPSU manager
	▪ ESTABLISH TUNNEL FARMING OPPORTUNITIES	▪ Identify new locations. ▪ Review of existing projects and conditions ▪ Minutes of meetings with farmers and community
	▪ ESTABLISH GARDENS COMMUNITY	▪ Land survey report of existing gardens and new sites identified. ▪ Minutes of meetings with relevant community representatives
	▪ COMPLETE FEASIBILITY STUDY ON THE DEVELOPMENT OF HYDROPONIC URBAN FARMING	▪ Workshops conducted. ▪ Attendance registers ▪ Hydroponic projects established and documented
	▪ UNDERTAKE A FEASIBILITY STUDY AND PREPARE A BUSINESS PLAN FOR A TRADITIONAL MEDICINES PROJECT	▪ Status quo report ▪ Minutes of meetings with stakeholders ▪ Business plan report
	▪ DEVELOP AWARDS CEREMONIES FOR FEMALE AND YOUTH FARMERS	▪ Entries and nominations of young and women farmers ▪ Awards event held and media documentation
STRATEGY 2: EXPANSION AND SUPPORT FOR THE TOURISM SECTOR	▪ DEVELOP A TOURISM PLAN WITH A MARKETING STRATEGY FOR MSINGA	▪ Develop terms of reference. ▪ Appoint suitable service provider. ▪ undertake study. ▪ Meeting minutes of project outcomes. ▪ Feasibility study report.
	▪ IDENTIFY POSSIBLE TOWNSHIP TOURISM ACTIVITIES THAT CAN BE SUPPORTED OR AREAS TO BE DEVELOPED	▪ Survey report of existing sites ▪ Minutes of meetings with business owners
	▪ IDENTIFY AND SUPPORT THE DEVELOPMENT OF ECO-TOURISM ASSETS	▪ Compile database of supported eco-tourism assets. ▪ Adoption of the tourism marketing plan
	▪ DEVELOP A TOURISM EVENTS CALENDAR INCLUDING SPORTING EVENTS, FESTIVALS, CULTURAL ACTIVITIES AND ECO-TOURISM EVENTS.	▪ Identification and recording of events. ▪ Adoption of tourism marketing plan
STRATEGY 3: DIVERSIFICATION AND EXPANSIONOF THE MANUFACTURING	▪ UNDERTAKE SKILLS AUDIT TO UNDERSTAND MANUFACTURING SECTOR NEEDS/GAPS.	▪ List of businesses consulted. ▪ Report of audit results
	▪ PLAN AND FACILITATE THE ORGANISATION OF SMALL-SCALE MANUFACTURERS AND ARTISANS IN RURAL AREAS	▪ Attendance Registers ▪ Meeting Meetings ▪ List of participants on the programme

SECTOR	▪ IDENTIFY AND SUPPORT SMMES OR START-UPS IN AGRO-PROCESSING OF CANNED PRODUCTS AND NICHE PRODUCTS.	▪ Needs assessment and status quo report. ▪ Minutes of meetings with key stakeholders
	▪ DEVELOP A MANUFACTURING SECTOR POLICY.	▪ Terms of reference ▪ Appointment of service provider ▪ Manufacturing sector policy report
	▪ SUPPORT THE ESTABLISHMENT OF TIN PROCESSING SMMES	▪ Identification of existing SMMEs ▪ Registration of new SMMMEs ▪ Minutes of meetings with key stakeholders ▪ Processing plant and cluster established
	▪ FEASIBILITY FOR STUDY FOR THE SUITABILITY OF WIND ENERGY FOR MANUFACTURING ACTIVITIES.	▪ Appointment of service provider to undertake study. ▪ Meeting minutes of project outcomes ▪ Feasibility study report.
STRATEGY 4: IMPROVEMENT OF THE MUNICIPALITY'S INSTITUTIONAL AND POLICY ENVIRONMENT	▪ TRAIN AND CAPACITATE THE LED UNIT OF THE MUNICIPALITY	▪ Registers of trained personnel ▪ Appointment of suitable service providers ▪ Training material
	▪ PARTNERSHIP ENHANCEMENT PROGRAMME	▪ Meeting minutes ▪ Plan of action and responsibilities
	▪ TRAINING FOR WARD COUNCILLORS AND COMMITTEE MEMBERS	▪ Attendance registers ▪ Workshop minutes
	▪ COMPLETE A FEASIBILITY STUDY FOR THE ESTABLISHMENT OF A SKILLS DEVELOPMENT TRADE SCHOOL IN MSINGA (E.G. ARTISAN'S TRADE SCHOOL)	▪ Developed terms of reference. ▪ Appointment of suitable service provider
STRATEGY 5: DEVELOPMENT AND UPGRADE OF THE STRATEGIC ECONOMIC INFRASTRUCTURE	▪ DEVELOP STRATEGIC PARTNERSHIPS WITH OTHER ICT ROLE PLAYERS THAT SUPPORT ECONOMIC DEVELOPMENT AND LOBBY FOR THE DEVELOPMENT AND MAINTENANCE OF ICT INFRASTRUCTURE.	▪ Meeting minutes and attendance registers. ▪ Keep record of identified shortfalls from inadequate ICT infrastructure and expected advantages from improved technological infrastructure investment.
	▪ DEVELOP AN INVESTMENT PROMOTION PLAN FOR MSINGA LOCAL MUNICIPALITY	▪ Meeting minutes and attendance registers ▪ Report on the final developed plan.
	▪ LOBBY FOR THE SPEEDY TARRING OF GRAVEL ROADS GOING TO MSINGA CBD	▪ Keep records of advantages from tarring and disadvantages from non-tarred roads. ▪ Meeting minutes and registers
	▪ LOBBY FOR THE DEVELOPMENT OF BULK INFRASTRUCTURE FOR MSINGA LOCAL MUNICIPALITY	▪ Keep records of advantages expected from the development of the bulk infrastructure. ▪ Meeting minutes and registers
	▪ PROVISION OF WORKING EQUIPMENT AND TOOLS FOR INFORMAL ARTISANS OPERATING IN AND AROUND MSINGA CBD.	▪ Audit of equipment needs. ▪ Delivery of equipment ▪ Inventory of equipment handed over
STRATEGY 6: DEVELOP AND SUPPPORT SMME'S AND THE INFORMAL SECTOR WITHIN THE MUNICIPALITY	▪ DEVELOP AN INFORMAL SECTOR PLAN.	▪ Develop terms of reference. ▪ Submission of complete plan
	▪ COMPLETE A SMME DEVELOPMENT PLAN.	▪ Develop terms of reference. ▪ Submission of complete plan
	▪ PROVIDE LOCKABLE STORAGE FACILITIES FOR TRADERS AT MSINGA TAXI RANKS.	▪ Database of traders in need of facilities ▪ Storage facility provision

		▪ Workshop for traders detailing the responsibility they have regarding the maintenance of the facilities.
	▪ UPGRADE OF TOILETS AND PROVISION OF INFRASTRUCTURE AT MSINGA TAXI RANK.	▪ Minutes of meetings and workshops attendance registers ▪ Upgrade of facilities
	▪ PROVIDE SHELTERS FOR INFORMAL ACTIVITIES IN MSINGA LOCAL MUNICIPALITY.	▪ Paved road surface ▪ Shelter provided
	▪ DEVELOP BY-LAWS TO REGULATE INFORMAL TRADING ACTIVITIES IN MSINGA.	▪ Forum established and responsibilities defined. ▪ Enforcement of by-laws ▪ Enforcement of sector plan
	▪ RE-DEVELOP AND FORMALISE THE INFORMAL BUSINESS NODES IN AND AROUND MSINGA CBD	▪ Business licensing and registration ▪ Renovation of facilities ▪ Paving of road surface ▪ Signage
	▪ CREATE A DATABASE OF YOUTH-OWNED BUSINESSES IN MSINGA	▪ Database established and distributed. ▪ Updated regularly
	▪ INCORPORATE YOUTH BUSINESS OWNERS IN LOCAL BUSINESS FORUM ENGAGEMENTS	▪ Database of youth businesses ▪ Meeting minutes and attendance registers
	▪ DEVELOP INCENTIVES FOR SKILLS TRANSFER FROM PRIVATE SECTOR TO YOUTH OWNED BUSINESSES	▪ Incentives forms signed. ▪ Monitoring compliance
	▪ ESTABLISH A MARKET FOR RURAL BUSINESS OWNERS	▪ Identified marketplace. ▪ Advertisements to local community and tourism development agency.
STRATEGY 7: ENCOURAGE ENVIRONMENT FRIENDLY PRACTICES FOR A GREEN ECONOMY AND SUPPORT INNOVATION INITIATIVES	▪ PARTNER WITH UMZINYATHI DM'S WATER SERVICES BOARD TO ESTABLISH AND PROMOTE RAIN-WATER HARVESTING SYSTEMS.	▪ Meeting minutes and registers ▪ Identified location for systems. ▪ Developed rainwater harvesting systems.
	▪ HOST AN INCUBATOR PROGRAMME FOR START-UPS IN INNOVATION AND TECHNOLOGY	▪ Workshop's attendance registers and pictures of participants ▪ Service provider report on process and outcomes ▪ Start-ups registered and operational
	▪ ENGAGE AND EDUCATE COMMUNITY MEMBERS AND YOUTH ON AVAILABLE/POTENTIAL OPPORTUNITIES IN THE GREEN ECONOMY	▪ Establishment of SMMEs ▪ Meeting and workshop minutes

C.5.4 ECONOMIC SECTOR ANALYSIS

The SMME sector in Msinga Municipality is represented through a range of business membership organisations. However, this sector faces a number of challenges including the lack of support from the Municipality mostly due to financial constraints and the lack of skills.

The Municipality has also formulated the Municipal LED Forum and Informal Traders Forum that sits once in a quarter in partnership with District Development Agency. These forums ensures that majority of the community is aware of the opportunities available to participate in the identification and exploitation of the opportunities.

C.5.4.1 SOUTH AFRICA ECONOMY OVERVIEW

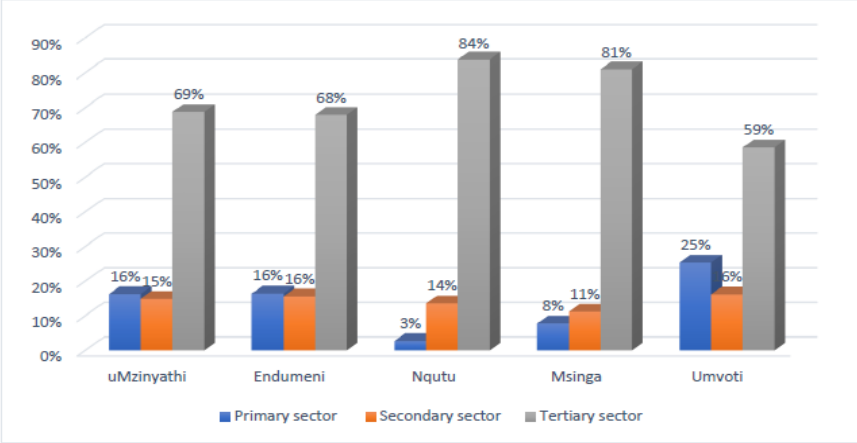
According to the South African Treasury Budget Review 2019, The GDP growth slowed from 1.3% in 2017 to an estimated 0.7% in 2018. The GDP growth forecast in South Africa has been revised to 1.5% from the previous estimation of 1.7% during the 2018 Medium Term Budget Policy Statement. The revisions take into account weaker investment outcomes in 2018, a more fragile recovery in household income, and slower export demand than expected due to moderating global growth. Consumer inflation has also been revised down due to lower oil prices and food inflation than previously assumed.

C.5.4.2 PROVINCIAL, REGIONAL, AND LOCAL ECONOMIC OVERVIEW

The graph below shows the economic output for the primary, secondary, and tertiary sector in 2016 expressed as Gross Value Added at constant 2010 prices in Rands (Millions). As seen by the graph, the tertiary sector makes the highest contribution in each Local Municipality to the total GVA. The tertiary sector makes up as much as 84% of output in Nquthu and 81% in Msinga.

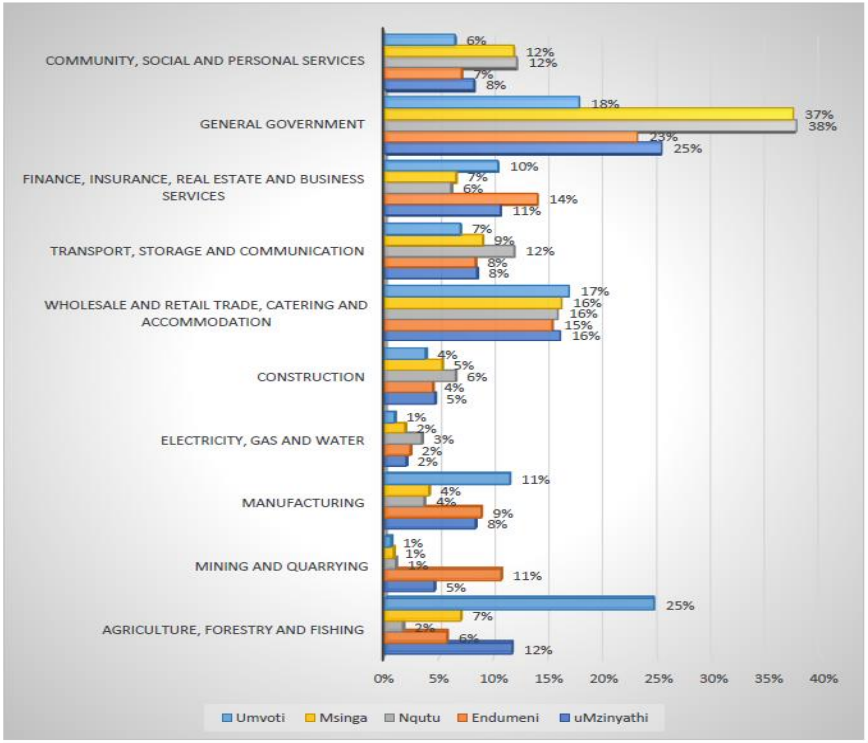
The analysis of sector composition clearly indicates the dominance of tertiary industries in each local economy.

The figure below displays each sector contribution towards total economic output in each Local Municipality for 2016. The secondary sector consists of the key economic sectors Manufacturing, Electricity, gas and water, and Construction.



Source: Quantec: Regional Standardised; Urban-Econ Calculation, 2019

FIGURE 29: ECONOMIC SECTOR OUTPUT, 2016



Source: Quantec: Regional Standardised; Urban-Econ Calculation, 2017

FIGURE 30: ECONOMIC SECTOR CONTRIBUTION, 2016

As can be seen, the highest contributors to GVA are:

- Agriculture, forestry, and fishing in Umvoti (25%),
- General government in Msinga (37%), Nqthu (38%), Endumeni (23%) and uMzinyathi (25%).

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

In the past there has been no Mining sector in Msinga until a deposit of coal was recently found in Ward 1, which is under Chief Majozi. This recent finding presents the Municipality with an array of potential in terms of employment opportunities and economic growth.

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. Tourism is therefore a field that needs to be explored more in this municipal area.

The highest contributors to GVA of Msinga are General government in Msinga (37%), the services sector, electricity, gas, and water contribute the least to total GVA. The mining and quarrying sector barely contributes to total GVA with 1%.

Employment remains a major issue in all areas of the country. However, employment rate seems to be improving in each year in Msinga. The data indicates that General Government is the leading sector as far as employment is concerned. The Wholesale and retail trade, catering and accommodation industry also appears to have a large number of employments whilst Mining and Quarrying has the least number.

C.5.5 KEY CHALLENGES

SMME's in Msinga lack support from the Municipality mostly due to financial constraints and the lack of skills. A list of some of the SMME challenges are compiled below:

CHALLENGES	
Degraded Natural Environment	
Lack of Budget for SMME Projects	▪ Low skills of technical/business skills
Lack of Organised Structures for SMMEs To Engage	▪ Limited education opportunities. ▪ Firms in Tugela Ferry have closed (shoe industry, manufacturing of textiles, etc.) and the Municipality has not revisited the reasons behind their closure. Businesses and firms are closing – textile industry and shoe industries for example.
Lack of Entrepreneurship Skills to Start Business	▪ No/limited formal planning.

Weak Institutional Systems	▪ Councillors do not understand the objectives of LED and therefore do not want to inject funds into some projects. ▪ No business linkages have been created. ▪ Little Collaboration among stakeholders ▪ Access to Funds
Underdevelopment of Economic Sectors (Agriculture, Tourism, Manufacturing and Construction)	▪ There is no forum for SMME's to interact / Limited management and coordination. ▪ Lack of Accessibility to markets ▪ Tertiary Sector produces most GDP
Poor Infrastructure	▪ Limited basic service delivery e.g. Not enough budget for informal trader market stalls. ▪ Development of local trading markets. ▪ Dispersed spatial pattern. ▪ Dispersed Settlement Pattern ▪ Poor Linkages and Movement Routes
Lack of Enforcement	▪ Mobile laws for trading (only 18 people should be trading there but there is now over 200)
High Unemployment Rate	▪ Poverty – low to no incomes earned. ▪ Increase in HIV/Aids infections
Limited Collection of Revenue	▪ Fast track to provision of business permits. ▪ There is no database of informal traders. ▪ People mainly involved in Subsistence practices. ▪ Reliance on Social Grants

C.5.6 LOCAL ECONOMY OPPORTUNITIES

C.5.6.1 AGRICULTURE

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

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

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

C.5.6.2 STONE CRUSHING

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

C.5.6.3 TOURISM

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

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

Some existing tourism activities exist around the Tugela Ferry and Keate's Drift areas. Although the district has a comparative advantage in the battlefield's tourism sites, these are mostly located outside of the Msinga Municipality. The Municipality might need to focus its tourism initiatives on its existing natural features as well as cultural tourism opportunities, as identified in the PSEDS as well. Due to the natural landscape of the area, there is likely potential for the expansion of the eco- and tourism industry in the area.

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

C.5.6.3.1 TOURISM CENTRE ESTABLISHMENT

Msinga Municipality has conducted a feasibility study with an aim to fully unlock its tourism potential as a rural Municipality and intends to develop a Tourism Centre at the KwaKopi Area in Ward 10, along the R33 Road. The proposed building site **in KwaKopi Area**, which is along the R33 Road and ± 4 kilometres from Tugela Ferry Town where the Municipal administrative offices as well as most prime private accommodation establishments are located.

The study concluded that the establishment of a Tourism Centre at this site would be feasible. In undertaking this study, the research team reviewed all the relevant Local, District, Provincial and National tourism planning literature, visited and engaged with Msinga Tourism and Hospitality sector stakeholders, visited the proposed building site for the envisaged Centre, defined a market catchment for the Centre; and conducted market research into the demand and supply conditions for tourism attractions, products, and services within Msinga Municipality as a whole.

Establishment of a Tourism Centre at the proposed site would not be without potential challenges, which will have to be overcome if such a development were to attract capital funding and ultimately operate sustainably to support local tourism as a sector. These challenges include the need to thoroughly develop local tourist attractions, directly and indirectly; ensure noticeability through adequate signage of such attractions; establish a vibrant and effective sector coordination mechanism where local tourism and hospitality business are able to interact with each other better.

In its entirety, the project is intended to be a central coordinating point that will actively reshape the image of Msinga as an emerging inland tourist destination with a competitive advantage in Agri-tourism, adventure, scenic and cultural tourism through:

- Marketing and promoting local tourism services and experiences through various mechanisms.
- Strengthening coordination amongst local tourism and hospitality businesses.
- Promoting a healthy local business competition through a strong and clearly defined value chain.
- Conducting ongoing capacity building for local businesses; directly and indirectly through workshops and engagements with external tourism development stakeholders.

1. DESCRIPTION OF THE PROPOSED TOURIMS CENTRE

The envisaged facility shall comprise of the following, among other primary amenities:

13) Visitor Information Centre (VIC) i.e., a fully operational resource centre with archives.
14) Bookings and Reservations Desk
15) Statue / Sculpture
16) A Viewing Deck; providing access to spectacular views of Tugela Ferry Town and mountains.
17) Curio / Craft Shop
18) Restaurant or Coffee Shop
19) Internet Access / Wi-Fi
20) Internet Café
21) Open Local Handicraft Market (with trading stalls)
22) Tourism Development Section (for conducting scheduled Capacity Building workshops supporting Local SMMEs and Co-Operatives in the Tourism Value Chain)
23) Sufficient Parking Space
24) Automated Teller Machines (ATMs)

2. CONSTRUCTION OPTIONS AND COSTING

- **OPTION 1: RECONFIGURE THE PREVIOUS CURIO SHOP ARCHITECTURAL DESIGN**

From a cost-cutting perspective, the previously proposed structural design of a Curio Shop that the Municipality had intended to establish in the same area can be reconfigured and expanded into a full-fledged Tourism and Information Centre design as described in Chapter 8.

- **OPTION 2: AN ENTIRELY NEW ARCHITECTURAL DESIGN**

The Municipality may consider procuring an entirely new architectural design that will feature a Centre with all intended amenities. However, this option might cost more.

- **ONCE-OFF CONSTRUCTION VERSUS PHASED CONSTRUCTION**

Establishing a fully operational Tourism Centre, consisting of all amenities outlined in Chapter 8, would require a total capital cost in the region of ±R20 million (inclusive of a smaller satellite Centre situated in Pomeroy Town as the exit point from the main Centre and also the entry point for visitors coming into Msinga through Dundee or Uitval).

Once-off construction option means that the required capital budget must be readily available prior commencement of construction, which is an ideal and convenient situation.

Whereas the phased construction option means that the Centre and its amenities would need to be built in stages, in order of priority of featured amenities, as and when funds become available; until it is completed.

In light of Municipal budgetary constraints and the amount of time required to raise capital project investments or grants externally, the phased construction option is a more realistic avenue. However, this would be ultimately dependant on the final architectural design of the proposed Centre – and whether or not it would allow for phased construction to be possible.

3. OPERATING AND MAINTENANCE COSTS

The average annual operating and maintenance cost for similar facilities is in the region of 5% to 10% of initial capital outlay, i.e., R1 million to R2 million per annum. However, in the event that the Municipality considers and approves of a secondary and/or satellite Centre located in Pomeroy Town, the cost can then be safely capped at 10% to 15% of the initial capital outlay, i.e., R2 million to R3 million per annum.

4. PROJECT FUNDING OPTIONS AND SUSTAINABILITY

Generally, Visitor Information Centres (VICs) are either public owned and budgeted for by the custodian institution i.e., the Municipality; or private owned and budgeted for by the initiator who has leeway to explore and house various activities that ensure the facility can generate income and self-sustain.

It must be noted, however, that the public owned VICs are often located inside already established structures such as airports, municipal buildings, heritage centres, etc; and therefore, would ordinarily operate at the most minimal cost that can be budgeted for annually by the custodian public institution.

In a unique situation such as Msinga Municipality intending to establish an entirely new and standalone facility; the Municipality may consider:

a) **External Fund** Sourcing through appointed Consultants to raise grant and/or investment funds to develop and fully resource the Centre.
b) Implement a **phased-out funding approach** to meet the operational and maintenance costs of the Centre i.e., gradually reduce Municipal funding as and when the Centre becomes self-reliant.

The Centre can become financial self-sustaining through grants as well as planned income generating activities such as e.g. ticket sales from guided tours with local and external schools; scheduled capacity building workshops for local businesses, operating the coffee shop / restaurant area, the curio shop as well as other activities as may be determined by its Business Plan.

It is recommended that:

a) The Municipality considers a secondary facility to be located in Pomeroy Town to serve as a satellite Centre that will cater for tourists and traveller entering Msinga through the R33 Road from Dundee, Ladysmith via Uitval, Newcastle, Gauteng, and Mpumalanga via Dundee. For these travellers and tourists, Pomeroy Town becomes an entry point as much as KwaKopi Area is equally an entry point for those entering Msinga from Greytown or Weenen.
b) Further community engagements in KwaKopi be conducted by the Municipality, in a sensitive manner, prior to commence to commencement of development; with a primary intention to fully conscientize the host community of the costs and benefits of the project and also concretize their support.
c) A business plan be formulated for the Tourism Centre to afford potential investors, the local community, and other stakeholders a full understanding of the expected flow of benefits, funding options and forecast return on investment for construction and operation of

an economically and socially sustainable Tourism Centre in KwaKopi Area, complemented by a satellite Centre in Pomeroy Town.

C.5.6.4 MANUFACTURING

Development of commercial activity in Msinga LM 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.

C.5.6.5 MINING USE

There are no mining activities in the area.

C.5.6.6 INKULULEKO DEVELOPMENT PROJECT – 2 CWAKA COMMUNITY SERVICE

Inkululeko Development Programme was mooted to create a sustainable, rural service centre that would address the needs of Orphans & Vulnerable Children by providing high quality education and other community services, improved access to government facilities and enhance the living standards of the whole community.

The government has determined that the potential gains of the programme in addressing rural development, the impact of integrated Government programmes and the resulting pooling of resources for a common propose can only represent an effective commitment towards Government's compact with citizen.

In February 2016, the Office of the Premier (OTP) has identified uMzinyathi District Municipality as second district to implement the Inkululeko Development Project - 2. The proposed project plans on investing R1.4 billion into this proposed development due to following issues and demands:

- Land demand in Tugela Ferry has increased, however, **the supply of land is limited.**
- Developers (departments) have shown interest in **Cwaka.**
- Aim to strengthen the **mutually beneficial ties** between urban and rural areas.

Currently, it is envisaged that Cwaka will develop into a secondary node in the years to come with more sector funding directed to this node. DCOGTA lodged an application of a huge development that will contain a variety of facilities as follows.

- Petrol filling station (pending EIA)
- Formal housing
- FET (Construction Phase)
- Clinic upgrade (already existing but it needs an upgrade)
- Model School

Among community amenities earmarked under Inkululeko Development Project - 2 is the development of cemetery in Cwaka. The proposed development involves the construction of associated cemetery buildings (e.g., crematorium & fence), and access roads.

A SWOT analysis was used to analysis the economic sectors of Msinga Local Municipality. The findings of the SWOT analysis included the following:

STRENGTHS	WEAKNESSES
• **Strong culture of vegetable farming** • **Informal enterprises offer a diverse range of goods to communities in rural areas.** • **Scenically beautiful sights** • **Surplus supply of labour**	• Lack of access to markets for small scale farmers • Lack of organised structures for SMMEs to engage. • Poor quality of road infrastructure to support tourism facilities. • Old sewer infrastructure
OPPORTUNITIES	**THREATS**
• **Potential for soya beans farming** • **Production and supply of traditional medicine** • **Potential for ecotourism and culture tourism** • **Potential for arts and crafts opportunities**	• Climate change and global warming • Droughts and water shortage • No SMME or Informal sector plan to guide development in the sector. • Globalisation and digitisation of the retail shopping experience

C.6.0 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

C.6.1 FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

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

C.6.2 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, since the Municipality relies on grants and subsidies to execute capital projects.

In 2019/20 financial year an MIG allocation of R49 422 000.00 was utilised as per approved SDBIP 2019-20. All projects are registered with MIS system. Claims and proofs of payments are submitted timeously, the system is also updated accordingly as required. Most of the capital projects for 2019/2020 were completed on time but others were rolled over.

In 2019/20 MIG was, R49 422 000.00 and in 2020/2021 the Municipality received R37 188 996.00 MIG Allocation.

As per the table 33 below, the fiscal constraints faced by national government have had had drastic spill over effects to local government nationwide. The financial burden amplified by slow economic growth and low levels of employment has led to unpreceded outcomes to the allocation of scarce resources to Local government. The fourth column on the above table shows the extent of decrease in municipal transfers and subsidies.

The table above presents national government allocations allocated to Msinga Municipality for the period of past two years as well as the drafts allocations for the next three years.

TABLE 45: DRAFT ALLOCATIONS 2021/2022

KZN244 MSINGA LOCAL MUNICIPALITY	2019/2020	2020/2021	Change in R	2021/2022	2022/2023	2023/2024
	Past Year	Current Year		Draft	Draft	Draft
Details	Allocation as per (Dora)	Allocation as per (Dora)	Net Change in Allocations	Allocation as per (Dora)	Allocation as per (Dora)	Allocation as per (Dora)
		R		R		
Municipal Infrastructure Grant (MIG)	49,422,000.00	37,188,996.00	2,223,004.00	39,412,000.00	42,413,000.00	44,206,000.00
Financial Management Grant (FMG)	1,900,000.00	1,900,000.00	-50,000.00	1,850,000.00	1,850,000.00	1,850,000.00
Library Grant	1,119,000.00	1,219,000.00	9,000.00	1,228,000.00	-	-
(INEP)	21,575,000.00	13,000,000.00	-8,580,000.00	4,420,000.00	14,000,000.00	14,000,000.00
EPWP	21,575,000.00	4,441,000.00	-452,000.00	3,989,000.00	-	-
EQS	163,783,000.00	209,971,000.00	-27,441,000.00	182,530,000.00	191,875,000.00	187,774,000.00
Cogta Spluma Grant	750,000.00					
Municipal Disaster Relief Grant	960,000.00	960,000.00		-		-
TOTALS	261,084,000.00	268,679,996.00	-34,290,996.00	233,429,000.00	250,138,000.00	247,830,000.00

It must be noted that the year 2021/2022 has the lowest allocations in comparison to the two previous years and the three future projected years. This imposes the toughest fiscal challenge to the municipalities service delivery objectives. Grant allocations have dropped with more that R34m from R268m to R233m.

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:

NO	NAME OF THE POLICY	ADOPTION STATUS	DATE OF REVIEW/ADOPTION
1.	ACTING IN THE HIGHER/SAME LEVEL POSITION POLICY	Adopted by the Msinga Council	Last adopted on the 26 May 2021
2.	ADVERTISING POLICY	Adopted by the Msinga Council	Adopted on the 26 May 2021
3.	ASSET MANAGEMENT POLICY	Adopted by the Msinga Council	Last adopted on the 27 May 2020
4.	BAD DEBTS WRITTEN OFF POLICY	Adopted by the Msinga Council	Last adopted on the 26 May 2021

5.	**BLACKLISTING POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
6.	**BUDGET ADJUSTMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
7.	**BUDGET POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
8.	**BUDJET ADJUSTMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
9.	**BUSARIES**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
10.	**CAR ALLOWANCE POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
11.	**CELL PHONE ALLOWANCE POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
12.	**COMMUNITY HALL ADMINISTRATION POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
13.	**CONSEQUENCE MANAGEMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
14.	**CONTRACT MANAGEMENT**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
15.	**COST CONTAINMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
16.	**CREDIT CONTROL AND DEBT COLLECTION POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
17.	**CREDITORS MANAGEMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
18.	**DISCIPLINE**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
19.	**DRAFT BATHO PELE POLICY 2018**	Adopted by the Msinga Council	Adopted on the year 2018
20.	**EMPLOYEE ASSISTANCE PROGRAMME**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
21.	**EMPLOYEE WELLNESS POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
22.	**EMPLOYMENT EQUITY PLAN**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
23.	**EXPERIENTIAL TRANING**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
24.	**FLEET MANAGEMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
25.	**FRAUD PREVENTION STRATEGY INCLUSIVE OF POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
26.	**GENERAL STIPULATIONS**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
27.	**GRANT MANAGEMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
28.	**HIV/ AIDS POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
29.	**ICT POLICIES**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
30.	**INDIGENT SUPPORT POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
31.	**INSURANCE POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
32.	**INTERNAL AUDIT CHARTER**	Adopted by the Msinga Council	Last adopted on the 29 May 2019
33.	**INVESTMENT AND CASH MANAGEMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
34.	**LAND AND ASSET DISPOSAL POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
35.	**LEAVE POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
36.	**LOST CONTROL POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
37.	**MSINGA HUMAN MANAGEMENT POLICIES**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
38.	**MSINGA SUPPLY CHAIN MANAGEMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
39.	**MUNICIPAL TELEPHONE POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
40.	**OCCUPATIONAL HEALTH AND SAFETY POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
41.	**PAUPER BURIAL POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
42.	**PAY DAY POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
43.	**PAYMENT OF OVERTIME**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
44.	**PAYROLL POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
45.	**PERFOMANCE MANAGEMENT SYSTEM FRAMEWORK**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
46.	**PRETTY CASH POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
47.	**PROBATIONARY PERIOD POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
48.	**PROBATIONARY PERIOD TRANING**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
49.	**PROPERTY MANAGEMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
50.	**PROPERTY RATE POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
51.	**RISK COMPLIANCE AND FRAUD PREVENTION COMMITTEE CHARTER**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
52.	**RISK MANAGEMENT FRAMEWORK**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
53.	**RISK MANAGEMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021

54.	**SCARCE SKILLS AND RETENTION POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
55.	**SEXUAL HARRASMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
56.	**DRAFT BATHO PELE POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
57.	**DRAFT SERVICE DELIVERY IMPROVEMENT PLAN**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
58.	**SKILL DEVELOPMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
59.	**SMOKING IN THE WORKPLACE**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
60.	**STAFF CODE OF CONDUCT**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
61.	**STORES MANAGEMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
62.	**SUPPLIERS PERFOMANCE MONITORING POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
63.	**TARIFFS POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
64.	**TERMINATION OF SERVICE POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
65.	**TRAVEL AND SUBSISTENCE**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
66.	**VIREMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
67.	**ADVERTISING POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
68.	**WASTE MANAGEMENT BY LAW**	Adopted by the Msinga Council	Last adopted on the 26 May 2021
69.	**WRITE OFF POLICY**	Adopted by the Msinga Council	Last adopted on the 26 May 2021

C.6.3 RISK MANAGEMENT

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

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

The Municipality last reviewed its Risk Management Policy on the 28 June 2019, and it was adopted by the Council. MANCO Risk Committee has been established by Msinga Municipality to assist the Municipal Manager in discharging his accountability for risk management by reviewing the effectiveness of the Municipality's risk management systems, practices, and procedures, and providing recommendations for improvement. The objectives of this committee are:

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

C.6.4 INVESTMENT REGISTEER

uMsinga Local Municipality

LIST OF INVESTMENT ACCOUNTS AS AT 30 April 2021

Financial Institution	Type of Investment	Account Number	Start Date	Maturity Date	Interest Rate	Balance as at 01 April 2021	Interest	Withdrawals	Balance as at 30 April 2021
First National Bank	Fixed Deposit	74860884467	28/07/2020	28/05/2021	3.70%	5,260,771.15	16,531.80		5,277,302.00
Standard Bank	Fixed	348466013-033	05/06/2020	06/09/2021	3.87%	1,496,274.99	-		1,496,274.99
Standard Bank	Fixed	348466013-043	18/06/2020	15/06/2021	4.58%	11,572,915.85	-		11,572,915.85
FNB	Call Account	62778819303	30/06/2019		5.75%	6,404,180.17	14,475.20		6,418,655.37
FNB	Fixed	74836198420	12/12/2019	30/05/2021	6.84%	5,325,338.09	16,734.69		5,342,072.78
FNB	Fixed	74820036652	30/07/2019	31/05/2021	4%	16,393,350.35	51,515.54		16,444,865.89
FNB	Fixed	62499591777	30/07/2019	30/05/2021	4.90%	1,358,985.61	2,193.00		1,361,178.61
Standard Bank	Fixed	348466013-042	12/06/2020	15/06/2021	4.58%	10,663,671.12	-		10,663,671.12
Absa Bank	Fixed	2079376135	04/08/2020	30/05/2021	3.82%	15,376,712.90	148,313.00		15,525,025.90
Absa Bank	Fixed	2079542869	09/12/2020	09/06/2021	4.12%	10,127,559.81	20,635.07		10,148,380.96
FNB	Fixed	74879243662	10/12/2020	10/06/2021	4.16%	10,102,575.34	30,722.90		10,133,289.24
Standard Bank	Call Account	348466013-037	10/12/2020		3.50%	18,158,924.62	51,566.77	7,000,000.00	11,210,491.39
Standard Bank	Fixed	348466013-041	10/12/2020	15/06/2021	4.35%	10,107,260.27	-		10,107,260.27
Nedbank	Fixed	37881164492/02	10/12/2020	12/06/2021	4.09%	10,103,090.41	56,604.98		10,159,695.66
Nedbank	Fixed Deposit	37881164492/04	31/03/2021	30/06/2021	4.20%	10,001,150.68	35,671.23		10,035,671.23
						R 142,452,761.36	**R 444,964.18**	**R 7,000,000.00**	**R 135,896,751.26**

FIGURE 31:MSINGA INVESTMENT REGISTEER

Umsinga Municpality Debtors Age April											
Customer Category		**(Current)**	**(30 Days)**	**(60 Days)**	**(90 Days)**	**(120 Days)**	**(150 Days)**	**(180 Days)**	**(Over 1 Year)**	**Total**	**>90 Days**
AGRICULTURE		0	256983.5	256740.58	201573.71	256740.58	256723.73	1036262.21	2914588.98	5179613	4665889
COMM. RES.USE		1848.03	5611.52	5423.85	5611.52	5611.52	5611.52	-5538.19	227039.03	251218.8	238335.4
COMMERCIAL		26005.6	329143.51	329843.51	332309.31	330896.21	329712.96	1935556.82	9534267.74	13147736	12462743
COMMUNAL LAND		0	0	0	0	0	0	0	35617.55	35617.55	35617.55
LAND REFORM PRO		0	9833.32	9833.32	9833.32	9833.32	9833.32	58999.92	112161.58	220328.1	200661.5
MUNICIPAL PROP.		0	10021.83	10021.83	10021.83	10021.83	10021.83	49697.66	335087.97	434894.8	414851.1
P.S.I.		0	350.01	350.01	350.01	350.01	350.01	9586.5	200915.38	212251.9	211551.9
RESIDENTIAL		0	9154.93	9154.93	9154.93	9154.93	9154.93	24849.19	1370192.78	1440817	1422507
SCHOOLS		-16000	-51145.73	147863.39	147863.39	147863.39	147154.21	848464.53	2443840.5	3815904	3735186
STATE OWNED PRO		-7925	514236.71	651476.22	651276.82	649476.22	646478.6	2663674.6	11708803.25	17477497	16319709
VACANT LAND - R		0	35616.04	35616.04	35616.04	35616.04	35616.04	213696.14	8298686.11	8690462	8619230
VACANT LAND NON		0	158.33	158.33	158.33	158.33	158.33	-5256.71	7797.83	3332.77	3016.11
WORSHIP		0	265.65	265.65	265.65	265.65	265.65	-11887.94	16383.72	5824.03	5292.73
Total		**3928.64**	**1120229.6**	**1456747.66**	**1404034.9**	**1455988.03**	**1451081.13**	**6818104.73**	**37205382.42**	**50915497**	**48334591**

FIGURE 32: DEBTORS AGE

TABLE 46: CAPITAL BUDGET FOR 2021/22

CAPITAL PROJECTS: INFRU			
FISCAL YEAR	**Funded by MIG**	**Ward**	**BUDGET**
2022	Xholobane Access Road	5	4,500,000.00
2022	Ngongolo Access Road	6	4,500,000.00
2022	Ezibomvini Access Road	13	3,200,000.00
2022	Thibeni Access Road	15	2,090,000.00
2022	Mhlaba Access Road	17	2,700,000.00
			16,990,000.00
SPORTFIELD ROLLED-OVER PROJECTS TO 2022			
FISCAL YEAR	**Funded by MIG**	**Ward**	**BUDGET**
2022	Mvundleni Sportfield	13	6,500,000.00
			6,500,000.00
ROADS NEW PROJECTS			
FISCAL YEAR	**Funded by MIG**	**Ward**	**BUDGET**
2022	Phowane Access Road	12	2,500,000.00
2022	Gonondo Access Road	16	808,416.04
2022	Mfulamuni Access Road	18	4,000,000.00
			7,308,416.04
SPORTFIELDS NEW PROJECTS			
FISCAL YEAR	**Funded by MIG**	**Ward**	**BUDGET**
2022	Sethembe Sportfield	8	800,000.00
2022	Gobamagagu Sportfield	9	4,300,000.00
2022	Msizini Sportfield	14	1,800,000.00
			6,900,000.00
RETENTION			
FISCAL YEAR	**Funded by MIG**		**BUDGET**
2022	Total Retention		1,713,583.00
			1,713,583.00

The Municipality has set aside funds to drive the infrastructure development plan through developments of access roads and sports fields. 99% percent of these projects are funded by MIG.

KZN244 MSINGA	2021/22 R THOUSANDS	2022/23 R THOUSANDS	2023/24 R THOUSANDS
Direct transfers			
Equitable share and related	182 530	191 875	187 774
Infrastructure	43 832	56 413	58 206
Municipal infrastructure grant	39 412	42 413	44 206
Electrification			
Integrated national electrification programme (municipal) grant	4 420	14 000	14 000
Capacity building and other current transfers	5 839	1 850	1 850
Local government financial management grant	1 850	1 850	1 850
Expanded public works programme integrated grant for Municipalities	3 989		
Provincial Transfers			
Arts and Culture	1 228		
Total: Transfers from Provincial Departments	1 228		
Total Government Transfers	233 429	250 138	247 830

KZN244 Msinga - Table A7 Budgeted Cash Flows				
Description	Ref	2021/22 Medium Term Revenue & Expenditure Framework		
R thousand		Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Property rates		9,495	9,894	10,329
Service charges		539	562	587
Other revenue		25,050	1,164	1,231
Transfers and Subsidies - Operational	1	194,017	211,882	207,963
Transfers and Subsidies - Capital	1	39,412	42,413	44,206
Interest		4,000	4,178	4,324
Dividends		–	–	–
Payments				
Suppliers and employees		(235,608)	(247,543)	(257,788)
Finance charges		(739)	(770)	(804)
Transfers and Grants	1	–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES		**36,165**	**21,779**	**10,048**
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE		–	–	–
Decrease (increase) in non-current receivables		–	–	–
Decrease (increase) in non-current investments		–	–	–
Payments				
Capital assets		(68,953)	(63,110)	(66,144)
NET CASH FROM/(USED) INVESTING ACTIVITIES		**(68,953)**	**(63,110)**	**(66,144)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans		–	–	–
Borrowing long term/refinancing		–	–	–
Increase (decrease) in consumer deposits		–	–	–
Payments				
Repayment of borrowing		–	–	–
NET CASH FROM/(USED) FINANCING ACTIVITIES		**–**	**–**	**–**
NET INCREASE/ (DECREASE) IN CASH HELD		**(32,787)**	**(41,331)**	**(56,097)**
Cash/cash equivalents at the year begin:	2	**46,013**	**13,226**	**(28,105)**
Cash/cash equivalents at the year end:	2	**13,226**	**(28,105)**	**(84,202)**

TABLE 48: BUDGETED CASHFLOW FLOW

KZN244 Msinga - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source											
Property rates	2	18,469	19,365	16,874	16,500	18,617	–	12,506	18,617	19,399	20,253
Service charges - electricity revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - water revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2	127	174	500	400	400	–	252	539	562	587
Rental of facilities and equipment		427	916	517	600	600	–	–	600	625	653
Interest earned - external investments		4,007	5,315	5,397	4,500	4,500	–	–	4,000	4,178	4,324
Interest earned - outstanding debtors		–		–	–	–	–	–	–	–	–
Dividends received		–		–	–	–	–	–	–	–	–
Fines, penalties and forfeits		–		112	–	–	–	–	–	–	–
Licences and permits		–		–	–	–	–	–	–	–	–
Agency services		–		–	–	–	–	–	–	–	–
Transfers and subsidies		140,907	154,261	193,182	200,645	231,491	–	214,262	194,017	207,725	203,624
Other revenue	2	–	–	435	450	450	–	18,059	24,450	539	578
Gains		–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		**163,937**	**180,032**	**217,017**	**223,095**	**256,058**	**–**	**245,079**	**242,224**	**233,028**	**230,019**
Expenditure By Type											
Employee related costs	2	40,985	56,870	66,432	67,703	72,875	–	55,955	81,077	83,259	86,922
Remuneration of councillors		11,219	12,019	12,071	15,776	15,776	–	9,566	12,897	13,439	14,030
Debt impairment	3	3,302	4,974	3,000	1,000	1,000	–	–	1,000	1,042	1,088
Depreciation & asset impairment	2	21,651	25,292	23,016	23,016	23,016	–	–	23,798	24,798	25,889
Finance charges		637	594	500	–	1,000	–	–	739	770	804
Bulk purchases - electricity	2	–	–	–	–	–	–	–	–	–	–
Inventory consumed	8	–	–	–	–	–	–	–	31,109	30,385	31,723
Contracted services		–	–	38,734	61,723	77,403	–	46,576	65,083	71,656	74,175
Transfers and subsidies		–	–	–	–	–	–	–	–	–	–
Other expenditure	4, 5	–	–	44,241	59,116	65,911	–	30,865	45,442	48,804	50,939
Losses		–	–	371	–	–	–	–	–	–	–
Total Expenditure		**77,793**	**99,750**	**188,365**	**228,333**	**256,981**	**–**	**142,962**	**261,146**	**274,153**	**285,570**
Surplus/(Deficit)		**86,143**	**80,282**	**28,653**	**(5,238)**	**(923)**	**–**	**102,117**	**(18,922)**	**(41,125)**	**(55,551)**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		38,032	36,715	49,422	37,189	36,733	–	36,903	39,412	42,413	44,206
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)	6	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**124,175**	**116,997**	**78,075**	**31,951**	**35,810**	**–**	**139,020**	**20,490**	**1,288**	**(11,345)**
Taxation		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after taxation		**124,175**	**116,997**	**78,075**	**31,951**	**35,810**	**–**	**139,020**	**20,490**	**1,288**	**(11,345)**
Attributable to minorities		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality		**124,175**	**116,997**	**78,075**	**31,951**	**35,810**	**–**	**139,020**	**20,490**	**1,288**	**(11,345)**
Share of surplus/ (deficit) of associate	7	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year		**124,175**	**116,997**	**78,075**	**31,951**	**35,810**	**–**	**139,020**	**20,490**	**1,288**	**(11,345)**

References

1. Classifications are revenue sources and expenditure type

2. Detail to be provided in Table SA1

3. Previously described as 'bad or doubtful debts' - amounts shown should reflect the change in the provision for debt impairment

4. Expenditure type components previously shown under repairs and maintenance should be allocated back to the originating expenditure group/item; e.g. employee costs

5. Repairs & maintenance detailed in Table A9 and Table SA34c

6. Contributions are funds provided by external organisations to assist with infrastructure development; e.g. developer contributions (detail to be provided in Table SA1)

7. Equity method (Includes Joint Ventures)

TABLE 47: CASHFLOW STATEMENT

KZN244 Msinga - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue by Vote	1									
Vote 1 - COMMUNITY AND SOCIAL SERVICES		-	-	1,192	1,757	1,757	-	1,228	-	-
Vote 2 - ENERGY SOURCES		-	-	(0)	17,000	13,000	-	4,420	14,000	14,000
Vote 3 - EXECUTIVE AND COUNCIL		-	-	-	-	-	-	-	-	-
Vote 4 - HOUSING		-	-	-	-	-	-	-	-	-
Vote 5 - INTERNAL AUDIT		-	-	-	-	-	-	-	-	-
Vote 6 - OTHER		-	-	-	-	-	-	-	-	-
Vote 7 - PLANNING AND DEVELOPMENT		-	-	21	-	750	-	-	-	-
Vote 8 - PUBLIC SAFETY		-	-	-	-	-	-	-	-	-
Vote 9 - ROAD TRANSPORT		-	-	49,696	37,189	36,733	-	39,412	42,413	44,206
Vote 10 - SPORT AND RECREATION		-	-	21	24	24	-	24	25	26
Vote 11 - WASTE MANAGEMENT		-	-	0	400	400	-	539	562	587
Vote 12 - POUNDS		-	-	-	-	-	-	-	-	-
Vote 13 - FINANCE AND ADMINISTRATION		-	-	-	-	-	-	236,013	218,442	215,406
Vote 14 - Null		-	-	-	-	-	-	-	-	-
Vote 15 - Null		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	**-**	**-**	**50,930**	**56,370**	**52,664**	**-**	**281,636**	**275,441**	**274,225**
Expenditure by Vote *to be appropriated*	1									
Vote 1 - COMMUNITY AND SOCIAL SERVICES		-	-	9,372	7,092	9,037	-	1,228	-	-
Vote 2 - ENERGY SOURCES		-	-	1,661	21,731	17,748	-	4,420	14,000	14,000
Vote 3 - EXECUTIVE AND COUNCIL		-	-	27,153	38,177	33,917	-	-	-	-
Vote 4 - HOUSING		-	-	-	-	-	-	-	-	-
Vote 5 - INTERNAL AUDIT		-	-	3,188	3,826	3,826	-	-	-	-
Vote 6 - OTHER		-	-	1,355	972	1,220	-	-	-	-
Vote 7 - PLANNING AND DEVELOPMENT		-	-	24,796	14,066	18,602	-	-	-	-
Vote 8 - PUBLIC SAFETY		-	-	13,483	12,245	14,101	-	-	-	-
Vote 9 - ROAD TRANSPORT		-	-	8,423	40,048	49,511	-	39,412	42,413	44,206
Vote 10 - SPORT AND RECREATION		-	-	926	-	540	-	24	25	26
Vote 11 - WASTE MANAGEMENT		-	-	6,984	10,825	11,266	-	539	562	587
Vote 12 - POUNDS		-	-	-	-	-	-	-	-	-
Vote 13 - FINANCE AND ADMINISTRATION		-	-	-	-	-	-	236,013	218,442	215,406
Vote 14 - Null		-	-	-	-	-	-	-	-	-
Vote 15 - Null		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	**-**	**-**	**97,340**	**148,983**	**159,767**	**-**	**281,636**	**275,441**	**274,225**
Surplus/(Deficit) for the year	2	**-**	**-**	**(46,410)**	**(92,613)**	**(107,103)**	**-**	**(0)**	**(0)**	**0**

References

1. Insert 'Vote'; e.g. department, if different to functional classification structure

2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)

3. Assign share in 'associate' to relevant Vote

Vote Description	Ref	2021/22 Medium Term Revenue & Expenditure Framework		
R thousand	1	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Capital expenditure - Vote				
Capital Expenditure - Functional				
Governance and administration		**13,579**	**18,210**	**19,303**
Executive and council		153	56	60
Finance and administration		13,426	18,154	19,243
Internal audit		–	–	–
Community and public safety		**10,204**	**17,461**	**18,508**
Community and social services		1,970	1,685	1,787
Sport and recreation		2,672	10,675	11,315
Public safety		5,562	5,101	5,407
Housing		–	–	–
Health		–	–	–
Economic and environmental services		**41,191**	**25,991**	**26,811**
Planning and development				
Road transport		37,441	24,311	25,030
Environmental protection		–	–	–
Trading services		**3,479**	**1,448**	**1,522**
Water management		–	–	–
Waste water management		–	–	–
Waste management		2,079	1,060	1,124
Other		–	–	–
Total Capital Expenditure - Functional	3	**68,453**	**63,110**	**66,144**
Funded by:				
National Government		39,413	42,413	44,206
Provincial Government		–	–	–
District Municipality		–	–	–
0		–	–	–
Transfers recognised - capital	4	**39,413**	**42,413**	**44,206**
Borrowing	6	–	–	–
Internally generated funds		29,040	20,697	21,938
Total Capital Funding	7	**68,453**	**63,110**	**66,144**

TABLE 48: CAPITAL EXPENDITURE BY VOTE

KZN244 Msinga - Table A4 Budgeted Financial Performance (revenue and expenditure)						
Revenue By Source	**2018/2019**	**2019/2020**	**2020/2021**	**2021/22 Medium Term Revenue & Expenditure**		
Description	Audited Outcome	Audited Outcome	Pre-Audited Outcome	**Budget Year 2021/22**	**Budget Year 2022/23**	**Budget Year 2022/24**
Revenue By Source						
Property rates	R 18,468,791.00	R 16,814,334.00	R 18,617,311.00	R 18,617,311.00	R 19,920,522.77	R 21,314,959.36
Service charges - electricity revenue	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-
Service charges - refuse revenue	R 174,276.00	R 387,047.00	R 399,996.00	R 414,996.00	R 429,996.00	R 460,095.72
Rental of facilities and equipment	R 915,886.00	R 654,822.00	R 600,012.00	R 615,012.00	R 625,008.00	R 668,758.56
Interest earned - external investments	R 5,315,042.00	R 5,606,565.00	R 4,500,012.00	R 5,000,004.00	R 5,500,008.00	R 5,885,008.56
Interest earned - outstanding debtors	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-
Licences and permits	-	-	-	-	-	-
Agency services	-	-	-	-	-	-
Transfers and subsidies	R 154,261,333.00	R 171,667,000.00	R 231,490,996.00	R 194,017,000.00	R 207,725,000.00	R 203,624,000.00
Other revenue	R 626,006.00	R 316,434.00	R 450,000.00	R 470,004.00	R 500,004.00	R 535,004.28
Gains	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)	**R179,761,334.00**	**R 195,446,202.00**	**R 256,058,327.00**	**R219,134,327.00**	**R234,700,538.77**	**R 232,487,826.48**
Expenditure By Type						
Employee related costs	R 56,870,338.00	R 61,768,597.00	R 72,875,351.00	R 83,886,144.00	R 90,597,144.00	R 96,032,972.64
Remuneration of councillors	R 12,019,163.00	R 12,071,483.00	R 15,775,692.00	R 15,775,692.00	R 16,113,984.00	R 17,080,823.04
Debt impairment	R 4,973,725.00	R 3,000,000.00	R 999,996.00	R 1,000,000.00	R 1,500,000.00	R 1,590,000.00
Depreciation & asset impairment	R 25,292,138.00	R 23,015,997.00	R 23,016,000.00	R 23,016,000.00	R 25,861,032.00	R 27,412,693.92
Finance charges	R 594,464.00	R 500,000.00	R 1,000,000.00	R -	R -	R -
Bulk purchases	R -	R -	R -	R -	R -	R -
Other materials	R -	R 17,570,986.00	R 17,317,799.00	R 14,624,916.00	R 15,742,764.00	R 16,687,329.84
Contracted services	R 42,548,081.00	R 57,149,276.00	R 77,703,114.00	R 57,382,980.00	R 61,024,152.00	R 64,685,601.12
Transfers and subsidies	R 6,908,109.00	R -	R -	R -	R -	R -
Other expenditure	R 34,845,209.00	R 43,007,380.00	R 48,592,623.00	R 44,792,736.00	R 47,479,824.00	R 50,328,613.44
Losses	R -	R -	R -	R -	R -	R -
Total Expenditure	**R184,051,227.00**	**R 218,083,719.00**	**R 257,280,575.00**	**R242,003,804.00**	**R259,318,900.00**	R 274,878,034.00
Surplus/(Deficit)	-R 4,289,893.00	-R 22,637,517.00	-R 1,222,248.00	-R 22,869,477.00	-R 24,618,361.23	-R 42,390,207.52
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	R 36,715,000.00	R 49,422,000.00	R 36,732,816.00	R 39,412,000.00	R 42,413,000.00	R 44,206,000.00
		R -	R -	R -	R -	
Surplus/(Deficit) after capital transfers & contrib	R 32,425,107.00	R 26,784,483.00	R 35,510,568.00	R 16,542,523.00	R 17,794,638.77	R 1,815,792.48
Taxation		R -	R -	R -	R -	R -
Surplus/(Deficit) after taxation	R 32,425,107.00	R 50,999,883.00	R 35,510,568.00	R 16,542,523.00	R 17,794,638.77	R 1,815,792.48
Attributable to minorities		R -	R -	R -	R -	R -
Surplus/(Deficit) attributable to municipality	R 32,425,107.00	R 50,999,883.00	R 35,510,568.00	R 16,542,523.00	R 17,794,638.77	R 1,815,792.48
Surplus/(Deficit) for the year	**R 32,425,107.00**	**R 50,999,883.00**	**R 35,510,568.00**	**R 16,542,523.00**	**R 26,842,788.00**	**R 1,815,792.48**

C.6.5 INDIGENT SUPPORT INCLUDING FREE BASIC SERVICES

The Municipality has a high unemployment rate, and most people live below the poverty index thus are deemed indigent. The Municipality has an indigent register in place and an indigent policy adopted by Council. This register is reviewed on annual basis and the last review was for this financial year 2018/2019.

The Municipality anticipates free basic service grant and free basic electricity which was utilised towards the provision of free basic services and subsidizes solar energy indigent users. This amount is also used to subsidise solar energy users. The Municipality has a partnership with a contractor who installs and manages solar. Each indigent household receives a subsidy of R30 per month. Approximately 80% of households are deemed indigent with their main income being the Government grant.

C.6.6 REVENUE ENHANCEMENT STRATEGY 2021/2022

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.

There has been challenges in implementing the Municipal Property Rates Act due to the fact that the Municipality is predominantly in an Ingonyama trust land which makes it very difficult to find the postal addresses for the rate payers in order to send the bills. The Municipality has been advised by DCOGTA to appoint a new valuer who will rectify the postal address challenge.

The terms of reference were specifically state that the new valuation roll should be compiled with valid contact details. The Municipal rate payers are made of State-Owned Properties, agricultural land, commercial land, residential, public service infrastructure, and public benefits organizations. The Property rates Act has been fully implemented since November 2013. The Municipality is unable to generate substantial revenue because 60% of the land is held in trust by the Ingonyama Trust Board, however the Municipality does collect property rates from the Department of Public Works. The valuation roll has been compiled by the registered valuer which expires by 31 July 2024.

The collection of the consumer charges is of vital importance in determining the going concern status of the municipality. For the municipality to ensure sustainability of service delivery and infrastructure development, it needs a healthy cash-flow. It is key that the municipality must have a credible, fair and transparent mechanism in its endeavours to increase/improve revenue collection from debtors.

Debt collection is at the end in the Value Chain. The debt collection programme must be focused on rehabilitating the debtor, not as means to punish the community but for maintenance. Upon rehabilitating the debtors, consumers will have to be educated on municipal systems, processes, payment of services, maintaining infrastructure and more.

C.6.6.1 STRATEGIES FOR REVENUE ENHANCEMENT AND COLLECTION

C.6.6.1.1 UPDATING THE INDIGENT REGISTER

As a priority, the indigent registration process must be re-opened with the clear framework and evaluation criteria to ensure that only qualifying debtors are subsidised. This process must be properly communicated and administratively the municipality must be able to handle and process the new applications effectively and efficiently.

It is also imperative that all applications will only be valid for the current financial year and those consumers renew their registration on an annual basis.

The indigent registration process and its verification will be championed by relevant department, and in this regard Community Services Department is the champion.

Upon updating the indigent register, all the relevant stakeholders will be expected to participate for example the Portfolio Head of the relevant Department, Ward Councillors, and the community at large.

C.6.6.1.2 IDENTIFICATION OF INACTIVE ACCOUNTS

The performance of reconciliation for the “inactive accounts” will have to be done. First identify all the accounts that are inactive. Where

possible, the outstanding debtors should be investigated and collected in terms of the credit control and debt collection policy.

C.6.6.1.3 CLEARANCE CERTIFICATE

A procedure manual for the issuing of the clearance certificates should be documented and implemented. This will ensure that all possible debt is identified before the clearance is issued.

C.6.6.1.4 WRITING OFF BAD DEBT

Bad debt write offs must be considered in terms of cost benefit; when it becomes too costly to recover and the chances of collecting the debt are slim, a write off should be considered.

It is proposed that a committee be established comprising of management, ward and portfolio Councillors and the debt collection supervisor. Time value of money is very important because the older (90 days plus) the debt becomes, the more difficult and costly it becomes to collect. Irrecoverable debt must be well defined to ensure that recommendations for write off are consistent, accurate, properly motivated and authorised.

C.6.6.1.5 INTERNAL CONTROLS

Collections are about strategy and negotiations. Convenience of payments (debit orders, stop orders, internet banking, and direct deposits) can improve collection rates, but internal controls need to be in place to prevent credit card and cheque fraud.

C.6.6.1.6 MANAGEMENT OF CUSTOMER DATA BASE

Updating consumer information like telephone numbers, ID numbers, etc. Profiling/Classification of Debtors; Identifying prescribed debts and irrecoverable debts for write off.

Identifying material debt for immediate collection; Revisit consumer application forms. We need to ensure that all tariffs and also the correct tariffs are charged. There are several debtors who are not being charged/fully /correctly charged and council loses income, which it cannot afford.

C.6.6.1.7 TRAINING AND MENTORING OF STAFF

Setting up and Training on Systematic Debt Collection and Credit Control Procedures, Processes, Legislation, Customer Care and Guidelines in line with approved policies. Training and capacity building is an area that has been neglected and has accounted for low morale.

C.6.6.2 EXPENDITURE MANAGEMENT

As important as Revenue Management, is Expenditure Management which is also prescribed per Section 65 of the Municipal Finance Management Act.

In respect of Cash Outflow (Expenditure side) the following is also critical because how you spend is just as important as collecting revenue. Responsible spending is important and the following, inter alia, are some of the questions to be considered:

- Is the expense budgeted?
- Does the expense provide value for money?
- Is the expense necessary?
- Is the expense to the benefit of the wider community?
- Would the expense, if not incurred create a health hazard or threaten lives?
- Is the expense a statutory requirement?
- Is it a funded mandate?
- Is there a contractual commitment?
- Is the expense income-generating?
- Is the expense the best option?

The following areas must be well managed and in certain areas, improved:

- Ensure accurate payments, e.g., no over-payments, deduction of discounts.
- Reconciling of Creditors' Accounts.
- Avoid payments before due date.
- Ensure value-for-money in spending.
- Strict Budgetary Control / Fiscal Discipline.
- Better returns on Investments without compromising safety of investments.
- More competitive prices / bidding.
- Supply Chain Management Policy adherence.

C.6.6.3 OTHER INITIATIVES

- Letters of appreciation for good payers and possible incentives.
- Economic/Skills Profiling of Indigent Debtors to offer work to redeem debts instead of future write off.
- Ensure that unskilled debtors are identified for registration in Skills Development.

Programmes in relevant SETAS.

- Write-off Incentive for non-indigent debtors
- Mayors' letter to consumers / rate payers informing them about Income and

Expenditure of Municipalities and their responsibility to pay.

- Motivating consumers to pay and thanking those who are paying promptly.
- Newsletters will also be initiated in order to communicate with our clients and thereby improving the image of the municipality. Projects and other achievements will also be communicated to the public. Businesses could advertise in the newsletter to cover (at least partly) our newsletter and account rendering costs.
- Investigation/Audit of all Assessment Rates Accounts based on Land Value only as some property owners are not being charged for improvements. Valuator to expedite process.
- VAT and Creditor's Audit to recover unclaimed/under-claimed VAT and overpaid Creditors.

C.6.6.4 COMMUNICATION STRATEGY

The success of the revenue enhancement programme is based on three pillars, namely political and administrative buy in, accurate data and effective communication.

The development of a communication strategy is to ensure that roles, responsibilities, and tasks are properly coordinated and managed. The communication strategy is focused on the revenue enhancement programme and the services that flow from it. The strategy must be incorporated into the municipalities existing communication programme with its stakeholders. This strategy does not replace existing communication methods and practices, but rather complements it.

The communication strategy will involve the number of stakeholders for information sharing. The main stakeholders of the municipality have been classified into five main groups, namely residential consumers, management, council, government departments and the business community.

The various stakeholders have different information needs. The challenge in addressing their needs is to ensure that the right information is available at the right time for each stakeholder.

The objective of information sharing is also to gain specific action or decisions from each stakeholder. When information is given to management it is mainly two reasons; to inform and to obtain decisions. The same principle applies to most of the other stakeholders except for residents and for businesses. In this instance the Municipality want to communicate plans, programmes, decision of council and matters that can or will affect the community. The approach here is to select the right platform, media, and intervals.

The communication channels to be used will therefore differ between the stakeholders. Communication channels will range from public meetings, ward committee meetings, management and council meetings, newsletters, flyers, articles in the local newspapers, publications in journals, national magazines, radio talk shows and even television coverage can be done.

C.6.6.4.1 KEY STAKEHOLDERS AND THE WAYS OF COMMUNICATION

a) CONSUMERS

- Information collection and dissemination
- Information on the revenue enhancement programme
- Informing them about the credit control, debt collection and indigent support programmes
- Information regarding the importance of paying services.
- Information regarding actions to be instituted against non-payment and defaulting clients.
- Information of consumer complaints and feedback from public on how to improve services and client relation.

Communication Channels

- Local media, where on a bi-annual basis an article is published in the local newspapers.

- Monthly a notice can be printed on the municipal account with different messages.
- Attendance at ward committee meetings where consumer complaints and suggestions are heard and attended to. This platform must also be used to communicate the importance of paying municipal accounts and actions to be taken against defaulters.
- Message on the municipality notice board.

Programme

- Articles must be drafted for publication in the above-mentioned newspapers.
- Dates for ward committee meetings to be obtained to present the objective and roll out of the revenue enhancement programme. Once dates obtained the consortium and municipal management should be present at these meetings.
- Flyers to be issued with the monthly accounts – flyers to inform consumers to come to municipality if they do not receive accounts, incorrect accounts and to make arrangements to pay account.

b) MANAGEMENT

- Information collection and dissemination
- Information on the revenue enhancement programme.
- Information about other programmes and support mechanisms. This will assist with coordination and integration of initiatives. Revenue Management is not a Finance Directorate function, but a function of management and politicians.
- Information of consumer complaints and feedback from the public on how to improve services and client relations.
- Information for management decisions to fast track the implementation and to unblock bottle necks.

Communication Channels

- Project Steering Committee that meets/ sits fortnightly.
- Management Meetings on a monthly basis.
- Attendance of ward committee meetings, local businesses, meetings with government departments, other stakeholders where issues affecting the revenue enhancement programme is discussed.
- Radio interviews.

Programme

- Project Steering Committee meetings should be held every second week, dates to be determined.
- Dates for ward committee meetings to be obtained to present the objective and roll out of the revenue enhancement programme. Once dates obtained the consortium and Municipal Management should be present at these meetings.
- Radio Interview accompanied by Senior Politicians.

c) COUNCIL

- Information collection and dissemination
- Information on the revenue enhancement programme.
- Informing Council about credit control, debt collection, and indigent support programmes and policies. Council resolutions needed.
- Information regarding the importance of paying for municipal services. Councillors advocating payment for services and support for the revenue enhancement.
- Informationofconsumercomplaintsandfeedbackfromthepublic onhowtoimprove services and client relations.

Communication Channels

- Attendance at ward committee meetings where consumer complaints and suggestions are heard and attended to. This platform must also be used to communicate the importance of paying municipal accounts and actions to be taken against defaulters.

Programme

- Dates for Ward Councillor public meetings to be obtained to present the objective and roll out of the revenue enhancement programme.
- Committees, EXCO and Council meetings scheduled for 2021/2022.

d) GOVERNMENT

- Information collection and dissemination.
- Information on the revenue enhancement programme.
- Informing on outstanding government debt.
- Information on disputes on ownership of land / buildings and amounts.
- Information on staff employed in departments.

Communication Channels

- Meetings with responsible officials and management to develop open communication channels.
- Sending accurate accounts to the right department and responsible official for payment.
- Presenting information and accounts in the required formats.
- Sending confirmations of payments received, and correct allocation / receipting. (Unallocated deposits, incorrect receipts, etc)
- Placing an article in newspaper about how government debt was resolved, and support received from the relevant department.

Programme

- Weekly visits to the affected departments to address queries and complaints.
- Daily follow ups until all queries addressed and payments affected.
- Monthly hand delivery of accounts to identified official and manager for prompt payment.

e) BUSINESS

- Information collection and dissemination
- Information on the revenue enhancement programme.
- Informing business about credit control, debt collection, and indigent support programmes and policies.
- Information regarding the importance of paying for municipal services.
- Information regarding actions to be instituted against non-payers and defaulters.
- Information of complaints and feed-back from the business on how to improve services and client relations.
- Information on staff employed in business, branches, etc.

Communication Channels

- Meeting with Business fraternity to brief them and obtain buy in
- Newsletters, flyers, for possible advertisement
- Monthly accounts to be reviewed to make provision for adverts and marketing by local and national business.
- Attendance of monthly business chamber meetings.

Programme

- Meeting with business chamber initially and thereafter monthly.
- Newsletters and flyers.
- Monthly accounts to be redesigned.

C.6.6.5 MUNICIPAL CONSUMER DEBT POSITION

90% of all outstanding debt is for the Department of Land Affairs. Currently in the process to collect this outstanding debt with the help of Provincial Treasury. Msinga has however made provision for bad debt in all financial years and the provision is sufficient to write off all debt older than 120 days.

A council resolution to the effect has been obtained in the 2013 financial year. In the 2016/2017 Financial Year Msinga Municipality wrote off Debtors to the value of R3.5 million which were older than 150 days. Strict implementation of the debt collection policy will be applied since full implementation of the property rates act.

C.6.6.6 BUDGET REVENUE 2021/2022

Billing on property rates is not expected to change in the next year. There is a strong bias that this revenue stream will remain around the current budget. This is also true with other revenue streams.

The biggest area of change in this draft is the significant change in operational transfers and subsidies. Operational transfers have declined from R231m down to R194m.

C.6.6.7 EXPENDITURE 2021/2022

It must be noted that the declining revenues illustrated above next and two outer years have a negative effect on Surplus for the next fiscal

years. Employee related cost will continue to rise in relation to inflation. Employee related has been increased by not less than 6%.

The draft budget has drastically fallen to deficit due to falling revenues and rising expenditure. As discussed, the Municipal revenues took a down dive of more than R30m.

C.6.6.7.1 ELECTRICITY EXPENDITURE 2021/2022

INEP projects have suffered the most fiscal contraction. Allocation for INEP has been decreased from R17m to R4,4m, this is more than 3 third of funding reduction.

FISCAL YEAR	INEP FUNDED PROJECT 2022	BUDGET
2022	Macanco Electrification Programme INEP	130,000.00
2022	Mngeni Bulk INEP	3,000,000.00
2022	Mngeni Electrification INEP	750,000.00
2022	Ekuvukeni-Ngiyane Electrification INEP	549,000.00
		4,429,000.00
	EQS FUNDED 2022	BUDGET
2022	Phalafini Electrification	1,200,000.00
2022	Douglas Phase 3 Electrification	1,400,000.00
2022	Ogede- Obisini Electrification Programme (Equitable Share)	7,000,000.00
2022	Msinga Master Lights	176,663.60
2022	Voltage Regulator: Gcuba Electrification	1,892,576.00
2022	Msinga Master Lights	176,663.60
		11,845,903.20

C.6.6.7.2 CAPITAL EXPENDITURE 2021/2022

The Municipality has set aside funds to drive the infrastructure development plan through developments of access roads and sports fields. 99% percent of these projects are funded by MIG.

C.6.6.8 BORROWING COSTS

As it stands in 2020-2021 financial year Msinga Municipality has no borrowings.

C.6.7 MUNICIPAL BUDGET SPREAD IN DEPARTMENTS 2021/2022

The final budget has been approval and included within the IDP.

C.6.8 EMPLOYEE RELATED COST (INCLUDING COUNCILLOR ALLOWANCES)

An allocation has been made to cover employee and councillor salaries and allowances. An 8% increase was budgeted for salaries for the year 2020/21. In the 2021/2022 financial year we anticipate an increase not less than 6%. for employee and Councillors Salaries and Allowances.

C.6.9 EXPECTED OUTCOMES: HEALTHY FINANCIAL POSITION

MFMA Circular No. 71 has previously identified indicators suitable for Municipalities and municipal entities issued in terms of Section 216(1)(c) of the Constitution and Section 2 of the MFMA. The circular gives guidance on financial norms and standards to ensure sound and sustainable management of fiscal and financial affairs in Municipalities and municipal entities.

C.6.9.1 FINANCIAL POSITION

C.6.9.1.1 ASSET MANAGEMENT

a) **Capital expenditure to total expenditure:** Norm: 10% - 20% Capital expenditure is 15 percent of Total Expenditure as at end of April.
b) **Repairs and Maintenance as a % of Property, Plant and Equipment, Investment Property (Carrying Value):** Norm: 8% repairs and maintenance budget for 2020/2021 is within 8 percent.
c) **Actual Repairs and Maintenance as a % of budgeted Repairs and Maintenance expenditure:** suggested outcome 90% this information could not be obtained due to time constraints under the circumstances.

E.2.9.1.2 DEBTORS MANAGEMENT RATIOS

Government debts report sent to CoGTA separate.

a) **Is the indigent policy being implemented?** Yes, the Municipality is offering free Solar Powered electricity to our communities.
b) **Is the Eskom Payment up to date?** Eskom balance is under current and up to date.

C.6.9.1.3 LIQUIDITY MANAGEMENT

We need to complete the interim AFS in order to calculate these ratios and more correctly.

C.6.9.1.4 LIABILITY MANAGEMENT

Debt (Total Borrowings)/ Total Operating Revenue - N**orm is 45%**. The Municipality has zero borrowings.

C.6.9.1.5 SUSTAINABILITY

Level of Cash Backed Conditional grants – **must yield 100%** or more. The conditional grants are 100 percent cash backed. Bank statements attached.

C.6.9.1.6 FINANCIAL PERFORMANCE EFFICIENCY

a) Net Operating Surplus Margin: **The norm is equal to or greater than 0%.** This will be calculated once we done with interim AFS.
b) **Net Surplus /Deficit Electricity: The Norm range between 0% and 15%.** This will be calculated once we done with interim AFS.
c) **Net Surplus / Deficit Water: The norm is equal to or greater than 0%.** Not applicable.

C.6.9.1.7 DISTRIBUTION LOSSES

Not applicable.

C.6.9.1.8 REVENUE MANAGEMENT

a) Growth in Number of Active Consumer Accounts: **No Norm.** The Municipality is 100 percent rural and have no other sources of income.
b) Revenue Growth (%): The norm is at the rate of CPI. This will be calculated once we done with interim AFS.
c) Revenue Growth (%) - Excluding Capital Grants. This will be calculated once we done with interim AFS.

C.6.9.1.9 EXPENDITURE MANAGEMENT

a) Creditors Payment Period (Trade Creditors): **Norm is 30 days.** The Municipality pay its creditors every Wednesday and sitting with zero creditors.
b) Irregular, Fruitless and Wasteful and Unauthorised Expenditure (UIFW)/ Total Operating Expenditure: **Norm is 0%.**

The Municipality pay its creditors every Wednesday and sitting with zero creditors. However, Eskom continues to send its accounts late together with other few suppliers. We have a trail of emails where the Municipality is requesting for the accounts and with no feedback. Therefore, the below interest is disputed as it is not our fault.

Narrative: reported to council for investigation.

a. *Remuneration (Employee Related Costs and Councillors Remuneration) as % of Total Operating Expenditure): **Norm range between 25% and 40%***

The employee related costs to total operational expenditure was 34% (original budget) and within the norm of 25%-40%.

a. *Contracted Services % of Total Operating Expenditure: **Norm range between 2% and 5%.***

C.6.9.2 GRANT DEPENDENCY

This could not be calculated due to time constraints under the circumstances.

C.6.9.3 GRANT EXPENDITURE

The grants have been received according to Dora payment schedule. The table depicts grants received and expenditure to date. The municipality has received all its grants.

The Municipality is indeed grant depended. However, the Municipality has got no borrowings and use the equitable share and revenue from basic services to increase its capital budget.

C.6.9.4 BUDGET IMPLEMENTATION

The grants have been received according to Dora payment schedule. The table depicts grants received and expenditure to date. However, most projects have been negatively affected on site due to stoppage

as result of COVID-19. It is anticipated that, most projects will be rolled forward to the following financial year, 2022/2022.

The Municipality in financially stable with no borrowings at present.

C.6.10 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
▪ Grants and reserves are cash backed. ▪ Functional Portfolio Committees and MPAC ▪ GRAP compliant ▪ Staff meet minimum competence. ▪ MSCOA Compliant	▪ High-rate staff turnover ▪ Funding of none-sustainable projects
OPPORTUNITIES	**THREATS**
▪ Generation of revenue base ▪ Plenty of revenue sources	▪ High indigent register ▪ consequences of non-compliance with legislation ▪ Non-payment of debts ▪ Ingonyama Trust Land Issues

F.2.1 AUDITOR GENERAL'S OPINION 2020/2021

After the auditing of the Financial Statements and performance Information of the Municipality for the year ended 30 June 2020, the Municipality managed to obtain an Unqualified Opinion for the financial year 2019/2020. The few concerns that were identified have been collated and an action plan has been developed towards amending the issues that were raised by the AG.

The Municipality's action plan in response to the AGs 2019/2020 opinion has been adopted by Council and is being implemented. be developed.

NATURE OF AUDIT QUERY	AUDIT QUERY	ACTION STEPS	DEADLINE	STATUS
Material misstatements in annual financial statements.	Material misstatements of property plant and equipment, provision for landfill site, expenditure, irregular expenditure and commitments were identified.	Prepare monthly reconciliations and review them timeously. Submit AFS to the internal auditors and audit committee for review by no later 25 July 2021.	30 July 2021 CFO	Not yet due
Reasonable steps not taken to prevent UIFW	The municipality has failed to prevent the unauthorised and fruitless and wasteful incurred.	All payments to creditors will be made within 15 days after receipt of an invoice. Register all received claims in a register, process the GRN and process payments timeously	30 June 2021 CFO	On going
Awards made to suppliers with interest in auditee, interest in state, and interest in family/other.	Undisclosed interests in contracts awarded to other government employees and family members of employees and Councillors of the Municipality.	CSD system to be used to detect company directors in service of state. Make MBD forms part of all tenders and quotations. Encourage Service Providers and employees to disclose their interest honestly.	30 June 2021 CFO	On going
Key performance indicators and performance targets not evidenced within the Integrated Development Plan (IDP)	The IDP did not detail the goals, objectives, strategies, projects and key performance indicators as per the requirements of the Municipal Systems Act 32 of 2000.	Develop IDP Checklist Monitor & review checklist before IDP approval. Reporting on compliance with checklist be done monthly to SMT	31 April 2021 IDP Manager	Develop IDP Checklist has been developed and approved. The 2021/2022 IDP review process is in terms of the IDP Checklist
Performance indicators were not well-defined	Some of the Indicators and performance targets were not well defined to enable data to be collected and measured consistently:	The adopted SDBIP be adjusted by the 28.2.2021. Each HOD to submit signed adjusted targets to MM by end April 2021 for monitoring. Align adjusted SDBIP to the TID.	28 February 2021 Dir. Planning	The 2020/2021 SDBIP was adjusted and aligned to other strategic documents such as IDP and Budget.
Adjusted IDP not submitted to the MEC for local government	The adjusted IDP was not submitted to the MEC for local government.	Submit the approved IDP to the MEC timeously	30 April 2021 IDP Manager	The approved/reviewed IDP was submitted to the MEC timeously

Reported targets are not consistent with planned targets	Some of the planned targets per SDBIP were not adequately detailed enough to enable one to identify what was specifically planned, i.e the names and locations of the classrooms, crèches and community halls. Furthermore, the targets were not consistently reported between the APR and the SDBIP.	Adjustment of the SDBIP Adjustment of the IDP Review of operational targets and strategic targets Table amended SDBIP to council for approval.	28 February 2021 Dir. Planning	The strategic documents (SDBIP, IDP, Budget) were reviewed and realigned according at 28 February 2021.
Reported achievement is not consistent with the planned and reported target	Reported achievements as per the APR are not consistent when compared with planned targets included in the SDBIP.	Schedule a workshop for the HODs and PA's. Review of indicators as per the Performance evaluation committee 29.3.2021.	30 May 2021 Dir. Planning	The strategic documents (SDBIP, IDP, Budget) were reviewed and realigned according at 28 February 2021.
Planned target was not achieved, however the planned target is reported as achieved in the Annual Performance Report (APR)	The planned targets for the following performance indicators are reported as achieved in the APR, however the portfolio of evidence provided do not agree to the description of the performance indicator.	All HODS to review performance information before submission. All performance information to be included in the APR will be authorized by the HOD and signed for quality assurance purposes. Verify POEs to confirm alignment with indicators.	30 May 2021 Dir Planning	The verification of POEs to confirm alignment between targets and actual performance has been done.
Incompleteness of the relevant indicators in terms of the mandate of the municipality	The annual plan (SDBIP) does not indicate projections for each month of: (i) revenue to be collected, by source; and (ii) operational and capital expenditure, by vote.	Prepare monthly projections and include in SDBIP. Monitor and report on monthly projections. All financial information to be authorized by the head of the department (CFO).	28 February 2021 CFO	The annual plan (SDBIP) for 2020/2021 is indicating the projections for each month of: (i) revenue to be collected, by source; and (ii) operational and capital expenditure, by vote.
Differences between supporting schedules and reported achievement in the Annual Performance Report (APR)	The following differences were identified between the schedules/certificates/ reports submitted for audit in support of the reported actual achievements in the Annual Performance Report (APR)	All performance information included in the APR be authorized by HODs. POE be checked for completion and signed by HOD. Unsigned POE are not accepted. POE be stamped to record date of submission.	30 May 2021 Dir. Planning	The verification of POEs to confirm alignment between targets and actual performance has been done. The necessary supporting schedules have been filed also.

	0	**0%**	**NOT COMPLETE**
	0	0%	NOT YET DUE
	0	0%	IN PROGRESS
	0	0%	COMPLETE

TABLE 49: MSINGA MUNICIPALITY: ACTION PLAN TO ADDRESS AG AUDIT FINDING

C.7.0 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

C.7.1 BATHO PELE POLICY AND PROCEDURE MANUAL, SERVICE DELIVERY CHARTER AND STANDARDS SERVICE DELIVERY IMPROVEMENT PLAN

The White Paper on Transforming Public Service Delivery (1997) sets out transformation priorities, amongst which Transforming Service Delivery is key. This White Paper is primarily about how public services are to be provided and specifically about improving efficiency and effectiveness of the way in which services are delivered.

C.7.2 SUMMARY OF BATHO PELE PRINCIPLES

In carrying out their duties, public servants are guided by the following Batho Pele principles:

- **Consultation**: All stakeholders should be consulted on the nature, quantity, and quality of services to be provided in order to determine the needs and expectations of the end users.
    - What about inspection pre and post projects built by the Municipalities?
- **Courtesy**: Citizens should be treated with courtesy and consideration.
- I**nformation**: Citizens should be given full, accurate information about the public services to which they are entitled.
    - Newsletters from Communications
    - The role of ward committees

- **Openness and transparency:** Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge.
    - Citizens should be told how departments are run, how much they cost and who is in charge.
- **Redress:** If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.
    - **Value for money**: Public services should be provided economically and efficiently in order to give citizens the best possible value for money.
    - **Encouraging Innovation and Rewarding Excellence**: Rewarding the staff who go an extra mile to make things happen and encourage partnership to with different sectors to improve service delivery. Embrace new innovative ways of doing things.
    - **Service Delivery Impact**: The Municipality shall measure and report regularly, using the sum total of all Batho Pele initiatives, the impact of the Batho Pele service delivery on the lives of the inhabitants of Msinga Municipality.
    - **Leadership and Strategic Direction**: It is envisaged that Municipal leaders shall create an atmosphere that conducive for creativity by staff within the Municipality.

Consultation according to the Municipal Systems Act of 2000:

- Preparation & implementation of the IDP
- The establishment, implementation, and review of Performance Management Systems.
- Preparation of the budget.
- Municipal Systems Act
- Ward Committees
- Consult irrespective of political affiliations of communities.
- **Service Standards**: Citizens should be told what level and quality of public service they will receive so that they are aware of what to expect; Municipal Finance Management Act (2003) SDBIP which is a work plan for IDP implementation:
    - Projections for each month in terms of revenue and expenditure.
    - Sets out delivery targets and performance indicators per quarter; and
    - Be made public no more than 14 days after its approval.
- **Access:** All citizens have equal access to the services to which they are entitled.

C.7.3 OBJECTIVES OF THE SERVICE DELIVERY CHARTER

There is a service delivery charter in place which seeks to:

- Facilitate a process to define service standards in various sectors.
- Strengthen processes and initiatives that prevent and combat corruption.
- Facilitate social dialogue among the partners.
- improve service delivery programmes.
- reinforce the partners' commitment to service delivery improvement for the benefit of all citizens.

- **Step 3:** Check if services correspond with mandate.
- **Step 4:** Identify which services have the greatest impact (the most benefit to the largest number of people); and
- **Step 5:** Priorities services on a scale (1(least important) – 10 (most important).

C.7.4 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:

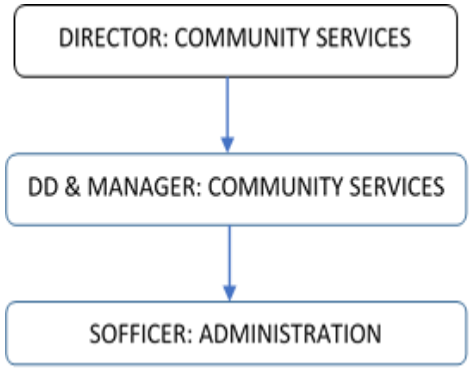
- HIV/Aids, TB,
- Disadvantaged groups: women, children, disable, aged.
- Poverty alleviation
- Drugs and other substance abuse and other social ills
- Food security

- Clarify the rights and obligations of each of the parties.
- Acknowledge and reward excellent performance.
- Professionalise and encourage excellence in the public service.
- Enhance performance.
- Aid sector departments rise to the challenge of treating citizens with dignity and meeting expectations their demands equitably and fairly; and
- Ensure an effective, efficient, and responsive public service.

Steps in selecting key services.

- **Step 1:** Define the roles / functions of the Municipality.
- **Step 2:** List services offered.
- Illiteracy and educational programmes
- Registration of critical documents (births, IDs etc.)
- Economic development
- Youth development

C.7.4.1 STAFF CAPACITY



The OSS functionality within the municipality is being placed under the directorship of Community Services and the duties has been cascaded to the Administration Officer. In the previous financial year 2019/2020, the municipality created an OSS position which was later amended to Administration Officer and the duties of OSS have already been incorporated in his Job description.

- **GOVERNMENT DEPARTMENTS:** COGTA, DARD, SASSA, DSD, DOA, DOE, DHA, GCIS, UDM, DOH & EDTEA.
- **NON – GOVERNMENTAL ORGANIZATIONS:** LETCEE, ASSUPOL

- **FIELD WORKERS:** CDWs, CCGs, CWP, Sports Volunteers, Extension Officers & Social Crime Prevention Volunteers.

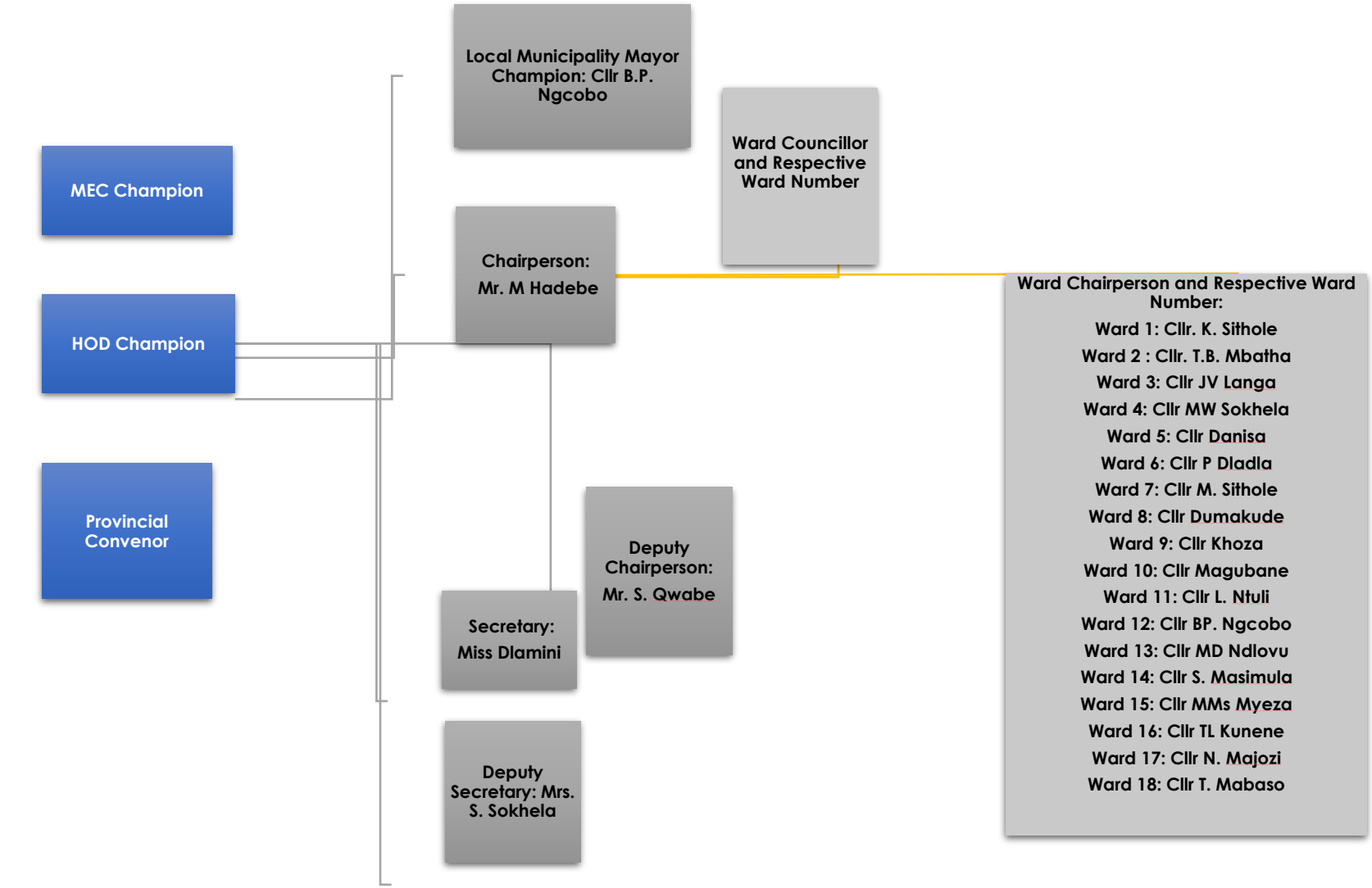


FIGURE 33: STAFF CAPACITY

C.7.4.2 FUNCTIONALITY OF WAR ROOMS

There is a total number of 18 war rooms and only one has a satellite i.e., ward 18. It has been recorded those 07 wards are Fully Functional, 09 Functional, and 02 Poorly Functioning war rooms.

A. MEETINGS

- LTT Physical Meetings: An annual schedule of meetings in place and convenes at least once a month with a setback of poor attendance from government department members. Nonetheless, for the 2020/2021, the municipality managed to convene 04 LTT Meetings with the last meeting held on the 29/03/2021.
- LCC Virtual Meetings: since the pronunciation of 21-day Nation-wide COVID-19 Lock Down, the municipality activated the Local Technical Command Centre where all government stakeholders within the municipality would meet virtually to deliberate on all issues pertaining COVID-19, then, on the 27/07/2020; 25/11/2020; 02/12/2020, the municipality planned and succeeded in conducting a Local Command Council that temporarily replaced the LTT structure. This meeting sought full participation of Ward Champions (councilors), NGOs, government departments, and was chaired by the local Mayor.

B. PROGRAMMES:

An Annual Action Plan is in place which comprises of PSVW, Mayoral programmes, and social ills Campaigns, Awareness Campaigns, Schedule of meetings etc. The table hereunder details all the Campaigns conducted within Msinga municipality during the 2020/2021 financial year:

NAME OF CAMPAIGN/EVENT	PURPOSE	SERVICE PROVIDERS/GOV. DEPARTMENTS IN ATTENDANCE
Gender base violence dialogue	To raise awareness on Gender base violence to the people of Mbabane area as it was reported as the area that have more cases relater to GBV.	Traditional Leadership Municipality Community Safety DOE DARD COGTA DOH DTT
Distribution of food vouchers	To provide food vouchers to the families that are in need of food support	DSD

C. HH PROFILING:

Profiling is ongoing and is being conducted at ward level, with a current status of 285 Households profiled.

D. REPORTING:

The LTT is consistent with the DTT reporting time frames which is every last month of the quarter.

E. 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 and some of the low results are due to the poor attendance of government departments in all meetings.

- **Ward 01**

Department of Social Development handed over 45 food vouchers during Covid 19 food vouchers intervention.

- **Ward 02**

Department of Social Development handed over 45 food vouchers during Covid 19 food vouchers intervention.

- **WARD 03**

Department of Social Development handed over 45 food vouchers during Covid 19 food vouchers intervention.

- **WARD 04**

Department of Social Development handed over 45 food vouchers during Covid 19 food vouchers intervention.

- **WARD 05**

Department of Social Development handed over 45 food vouchers during Covid 19 food vouchers intervention.

- **WARD 06**

Department of Social Development handed over 45 food vouchers during Covid 19 food vouchers intervention.

- **WARD 07**

Department of Social Development handed over 45 food vouchers during Covid 19 food vouchers intervention.

- **WARD 08**

Department of Social Development handed over 45 food vouchers during Covid 19 food vouchers intervention.

- **WARD 09**

Department of Social Development handed over 45 food vouchers during Covid 19 food vouchers intervention.

- **WARD 10**

Department of Social Development handed over 45 food vouchers during Covid 19 food vouchers intervention.

- **WARD 11**

Department of Social Development handed over 45 food vouchers during Covid 19 food vouchers intervention.

- **WARD 12**

Department of Social Development handed over 45 food vouchers during Covid 19 food vouchers intervention.

- **WARD 13**

Department of Social Development handed over 45 food vouchers during Covid 19 food vouchers intervention.

- **WARD 14**

Department of Social Development handed over 45 food vouchers during Covid 19 food vouchers intervention.

- **WARD 15**

Department of Social Development handed over 45 food vouchers during Covid 19 food vouchers intervention.

- **WARD 16**

Department of Social Development handed over 45 food vouchers during Covid 19 food vouchers intervention.

- **WARD 17**

Department of Social Development handed over 45 food vouchers during Covid 19 food vouchers intervention.

- **WARD 18**

Department of Social Development handed over 45 food vouchers during Covid 19 food vouchers intervention.

C.7.4.2.1 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.
- Poor attendance by departments and social partners both in LTT and WTTs meetings and programmes.
- Decline of commitment by WTT conveners (reporting, attendance, and initiative)
- Local business sector lacking initiatives in the war against social ills in terms of corporate responsibility and investment.

C.7.4.2.2 OSS BUDGET FOR 2020/2021:

LTT Meetings Refreshments	**To give reports from war rooms**	**R30 000. 00**
Municipal Interventions	To evaluate effectiveness of war rooms and interventions	R77 000. 00

C.7.5 INTER-GOVERNMENTAL RELATIONS (IGR)

The Intergovernmental Relations Framework Act (No 13 of 2005) stipulates that there must be a District Intergovernmental Forum to promote and facilitate intergovernmental relations between the District and Local Municipalities within the District. Section 25 (1) of the legislation further indicates that:

A District Intergovernmental Forum consists of:

- the Mayor of the District Municipality.
- the Mayors of the Local Municipalities in the District or, if a Local Municipality does not have a Mayor, a Councillor designated by the Municipality; and
- The Administrator of any of those Municipalities if the Municipality is subject to an intervention in terms of Section 139 of the Constitution.

In terms of Section 26 (1), the functions to be performed by the forum as stipulated in the legislation are as follows:

- National and Provincial legislation relating to matters affecting Local Government interests in the district.
- The implementation of National and Provincial policy and legislation with respect to such matters in the district.
- Matters arising in the Premier's Intergovernmental Forum affecting the district.
- Mutual support in terms of Section 88 of the Municipal Structures Act (No 177 of 1998).
- The provision of services in the district.
- Coherent planning and development in the District.
- The co-ordinations and alignment of the strategic and performance plans and priorities, objectives, strategies of the Municipalise in the District.
- Any other matters of strategic importance which affect the interests of the Municipalities in the District.

Some reports from IGR forums are tabled to Council. The following Forums have been established in the District and Msinga Municipality is part of these Forums.

- **uMzinyathi District Coordinating Forum**

The objective of the forum is to promote and facilitate intergovernmental relations and cooperative governance between the district and local Municipalities, the forum meets on quarterly basis and is functioning properly.

- **Municipal Managers Forum**

The Municipal Managers Forum serves as a technical support to the District Co-ordinating Forum and implements their resolutions. The members of the technical support structure are the Municipal Managers of the district family of Municipalities, or officials designated by them, and it also meets on quarterly basis and is functioning properly.

- **Speakers Forum**

The forum is in place and is functional, the members of the forum are the Speakers of the district family of Municipalities, and they serve to promote public participation issues on the main. It meets on quarterly basis and is functioning properly.

- **General and Social: Service Forum**

The forum deals with matters relating to the Special groups which is youth, women, people living with disability, gender, children and elderly, and it also consist of Government Departments whose line function deals with the special groups. The forum is functional.

- **Provincial Forums**

These are provincial structures which are being attended by the Municipalities which Include PCF, Munimec and IGR Forum. Their purpose is to track Municipal progress in various Sectors and Departments. The Accounting Officer and the Mayor attend all Provincial Munimec's.

- **Corporate Services Forum**

The purpose of the forum is to share information on Administrative, Human Resource and Information Technology issues matters, and also to provide advice to the Municipal Managers Forum such matters.

- **Planning and Development Forum**

The purpose of the forum is to co-ordinate planning and development within uMzinyathi District by ensuring improved and continued communication amongst the various planning sectors, and also to ensure that planning and development within the district is undertaken in a holistic way and that it takes place within the framework of all Municipalities' Integrated Development Plans. It meets on quarterly basis and is functioning properly.

- **Disaster Advisory Forum**

The purpose of the forum is to implement, monitor and co-ordinate all disaster management related issues within uMzinyathi District by ensuring improved and continued communication. The forum consists of representatives from the district and local Municipalities, SAPS, Traffic, emergency services etc.

- **District Communicators Forum**

The functions of the forum include but is not limited to coordinate the sharing of information pertaining to all spheres of government; and to coordinate and organise a calendar of events for the district to ensure that these activities are streamlined across the district to avoid duplication and waste of resources; and to provide support to local Municipalities with regard to development of communication strategies.

- **Planning Cross border Alignment Forum**

The forum ensures alignment and integration of functional areas on the IDP and SDF. It also assists the Municipalities to align development issues in an efficient, effective and sustainable manner especially where there are shared and interdependent functional areas across the district. The Forum only convenes when required.

- **Disaster Cross border Alignment Forum**

This forum ensures alignment and integration of functional areas on the Disaster Management.

- **Chief Financial Officer Forum**

The purpose of the forum is to share information on financial management and also to provide advice to the Municipal Managers Forum on financial matters.

- **Infrastructure Forum**

The purpose of the forum is to ensure integration and alignment of Infrastructure projects being implemented within the district.

- **IDP/LED Planning Technical Committee**

The purpose of the forum is to streamline the planning process; finding a common district wide development vision; consolidation and alignment of programmes and budgets; unifying the channelling of both private and public sector investments; combating socio-economic ills in a strategic and coordinated manner; and put forward a plan of action that will enjoy political buying at all levels. It meets on a quarterly basis and is functioning properly.

- **Tourism Forum**

Tourism is one the key economic sectors within the district. Therefore, the purpose of the forum is to coordinate and implement economic Tourism programmes and projects within the district.

C.7.5.1 NATIONAL INTERGOVERNMENTAL STRUCTURES

Msinga Municipality participates in national and provincial forums where issues are discussed that involve all local municipalities. These forums are of a technical and professional nature. Experiences and best practices are shared, and information is gathered; an example of these would be SALGA, PCF and the IMFO.

C.7.5.2 PROVINCIAL INTERGOVERNMENTAL STRUCTURES

Msinga Municipality participates in the Premier's Intergovernmental Forum as well as the Provincial Speakers' Forum. The municipal managers also have a provincial and national forum. In all these forums, issues pertaining to service delivery and matters of common interest are discussed. Information and best practices are shared and interaction with the KwaZulu-Natal Government and other municipalities is valuable to ensure better coordination and cooperation.

Key staff members also participate in professional institutes that govern the interests of various fields of work. These structures provide important support and guidance to staff in maintaining and enhancement of professional work standards.

C.7.5.3 DISTRICT INTERGOVERNMENTAL STRUCTURES

As with provincial structures, the Municipality participated in the district forums of mayors, speakers and municipal managers, human resources, planning, finance, and various infrastructure forums dealing with service delivery. Engagement, joint projects, and information sharing take place on a regular basis.

C.7.6 THE STATUS OF THE FUNCTIONALITY OF WARD COMMITTEES

Msinga Municipality has embraced and enrolled the government initiative of ward committees to ensure that service delivery is effective in all wards. The ward committees are established and functional as they hold meetings on monthly basis. There is an effective structure of the ward committee and its functions below:

C.7.6.1 COMPOSITION OF WARD COMMITTEES

- A ward committee consists of the Councillor representing that particular ward in the Council and who is also the chairperson of the ward committee.
- The number of ward committee members may not exceed eleven (11);
- In the process of election of a Ward Committee account is taken of the need for women to be equitably represented in the committee and for a diversity of interests in the ward to be represented.
- Gender equity was also pursued by ensuring that there is an even spread of men and women on a ward committee.

C.7.6.2 FUNCTIONS OF WARD COMMITTEE

Following are the Functions and powers of Msinga Municipal Ward Committees through the municipal policy in line with the provisions of Section 59 of the Municipal Systems Act. Powers delegated in terms of the adopted policy are as follows:

- To serve as an official specialized participatory structure in the Municipality;
- To create formal unbiased communication channels as well as cooperative partnerships between the community and the council. This may be achieved as follows:
    - Advise and make recommendations to the ward councillor on matters and policy affecting the ward.
    - Assist the ward Councillor in identifying challenges and needs of residents.
    - Disseminate information in the ward concerning municipal affairs such as the budget, integrated development planning, performance management system (PMS), service delivery options and municipal properties.
    - Receive queries and complaints from residents concerning municipal service delivery, communicate it to council and provide feedback to the community on council's response; and
    - Ensure constructive and harmonious interaction between the Municipality and community through the use and co-ordination of ward community meetings and other community development forums; and interact with other forums and organizations on matters affecting the ward.

To serve as a mobilizing agent for community action within the ward. This may be achieved as follows:

- Attending to all matters that affect and benefit the community.
- Acting in the best interest of the community.
- Ensure the active participation of the community in:
    - The integrated development planning process.
    - The Municipality's budgetary process.
    - Decisions about the provision of municipal services; and

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.

C.7.6.3 AMAKHOSI

Msinga has six (6) Traditional Authorities (T.A) namely:

1. Zondi T.A
2. Mntungwa T.A
3. Ngubane T.A
4. Majozi T.A
5. Mchunu T.A

6. Mthembu T.A

Out of 06 only (3) of the Amakhosi have taken an Oath and they sit in at the Council meeting. The attendance at Council meeting has improved.

C.7.7 IDP STEERING COMMITTEEE AND PARTICIPATION OF HODS

The IDP Steering Committee, formed as part of the IDP process during the previous year will continue to function throughout the IDP review. The IDP Steering Committee comprise of:

- Municipal Manager
- IDP Manager and
- Departmental Directors

C.7.7.1 ROLE OF THE IDP STEERING COMMITTEE

- Play the leading role in giving strategic direction and developing strategies and policies for the organization.
- Manage the development of an IDP.
- Approve and adopt indicators and set targets.
- Communicate the plan to other stakeholders.

Senior Management Team (HODs) and Extended Senior Management Team (SMT) members participate in the IDP Steering Committee meetings. These structures hold their meetings on a monthly basis with the IDP forming part of the agenda always to ensure both ownership of the IDP by Management and to ensure that implementation of resolutions is constantly monitored.

C.7.8 COMMUNICATION PLAN/STRATEGY

The Municipality has Communication Strategy 2018/19 in place and has managed to establish fully functional public participation structures.

- **Newslette**r – is used to communicate the projects, programmes, and development.
- **Local and National Newspaper** - This medium is used to communicate various messages that concerns the Municipality, with the COVID-19 epidemic the use of this platform has increased drastically and has proven as most affective in reaching a wide audience.
- **Local and National Radio** – The Honourable Mayor utilises the local and National Radio stations frequently, with the COVID-19 epidemic the use of this platform has increased drastically and has proven as most affective in reaching a wide audience.
- **Ward Community Meetings** - This institution is used effectively to promote maximum community participation in the Municipal affairs.
- **Public meetings (Izimbizo**) - These meetings are staged to provide a platform for the Municipality to communicate the level of projects and programmes undertaken by Council and further solicit input from communities and their (communities) buy-in thereof.
- **Annual Report** - The annual report maximizes the culture of community participation and access to information.
- **Websit**e - Through this tool various stakeholders such as business community, foreign investors, NGO's, and community at large will more access to information regarding the Municipality and its area.

IDP Structures are also used for public participation and the IDP Structures meet as per the Council Approved IDP Process Plan Schedule.

C.7.9 MUNICIPAL STRUCTURES

C.7.9.1 BID COMMITTEES

C.7.9.1.1 BIDS SPECIFICATION

- Composed of at least two standing officials of the Municipality, one of whom should be from the Supply Chain Management Office and the other, be suitably qualified and experienced.
- Members are appointed in writing by the Accounting Officer who also determines their term of office.
- The Chairperson and Vice Chair should be appointed amongst the two standing members of the Committee.
- Officials from the end user department to be co-opted to the committee and have same powers, duties, and rights as the standing members.
- Chairperson of the Committee to request from Accounting Officer co-option of end user department officials with expertise.

- Accounting Officer to delegate to Heads of Departments the appointment of officials with expertise within their respective departments to be co-opted to the Committee.
- Co-opted advisors/ consultants have same powers and duties as members except that they may not form part of the decision-making process.
- Secretariat services to be provided for minute taking.

The Municipality has functional Bid Committees as required by the Supply Chain Management Policy. The committees are selected by the Accounting Officer on an annual basis. The Specification and Evaluation Committee consist of seven middle managers each, including the secretary. While the Adjudication Committee consists of six senior managers, including the secretary. The committees are mostly responsible for:

- Providing accountability and transparency in the awarding of contracts.
- Maintaining an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive, and cost-effective; and
- Considering and ruling on all recommendations/reports regarding amendment, variation, extension, cancellation, or transfer of contracts awarded.

C.7.9.1.2 MANDATE OF THE BID SPECIFICATION COMMITTEE

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

C.7.9.1.3 DUTIES AND POWERS OF THE CHAIRPERSON

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

C.7.9.1.4 QUORUM

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

C.7.9.1.5 MANDATE OF THE BID EVALUATION COMMITTEE

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

C.7.9.2 INTERNAL AUDITORS

In order for the Audit Committee to meet the broad objectives, the Municipality has an Internal Audit unit consisting of three members and has also partially outsourced the function to Service provider while also strengthening the internal capacity. The responsibilities of the Internal Auditing Unit are amongst others:

- Review the Internal Audit Charter.
- Review the annual risk-based plan and the internal audit program; and
- Ensure that all identified risk areas are prioritized and incorporated in the annual internal audit plan.

C.7.9.3 AUDIT COMMITTEE

Msinga Municipality has a functional Audit Committee as required in terms of section 166 (6) (a) of the Municipal Finance Management Act 56 of 2003 and Section 14 (2) (a) of Municipal Planning and Performance Management Regulations 2001, and the broad objectives of the committee are as follows: -

- Maintaining oversight responsibilities of all financial and performance reporting; o Seeking reasonable assurance that the operations of the Municipality are conducted efficiently and effectively.
- Seeking reasonable assurance that the Council has developed and complies with its policies, plans, procedures and internal controls; and
- Seeking assurance that the Council complies with relevant legislation, regulations, and professional pronouncements.

The committee consist of Mr Langa, (CA) who is also Chairman Mr Tembe, Ms Khanyile, Mr Madonsela and Mr Mchunu. The Audit Committee sits once a quarter or unless a special meeting is needed.

C.7.9.4 PERFORMANCE AUDIT COMMITTEE

The PAC is an independent advisory committee appointed by Council to create a channel of communication between Council,

management, and the auditors (both internal and external). It provides a forum for discussing accounting practices, business risk control issues and performance management. This Committee reports directly to Council.

The committee consist of Ms Khanyile (chairperson) Mr Langa, Mr Tembe, Mr Madonsela and Mr Mchunu. The Performance Audit Committee sits once a quarter.

C.7.9.5 MUNICIPAL PUBLIC ACCOUNTS

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

C.7.9.6 PORTFOLIO COMMITTEES

Council Committee are comprised of the following:

- SCOPA
- Finance and Administration Committee
- Housing forum

The above committees conduct monthly meetings.

- Planning Portfolio Committee
- Technical Committee

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

C.7.9.7 RISK MANAGEMENT

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

Msinga Municipality operates under its Risk Management Framework which specifically addresses the structures, processes and standards implemented to manage risks on an enterprise-wide basis in a consistent manner. MANCO Risk Committee was been established by Msinga Municipality to assist the Municipal Manager in discharging his accountability for risk management by reviewing the effectiveness of the Municipality's risk management systems, practices and procedures, and providing recommendations for improvement. The objectives of this committee are:

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

C.7.9.8 RISK REGISTER

The Municipality's Risk Register covers, amongst others, the fraud risk. The Municipal Management uses the fraud risk in order to understand the risks that exist and threaten the Municipality's well- being. It is important for the Municipality understand the fraud risk so as to enable it to develop the necessary means for to avoid or even minimise such risks by ensuring that are controls and procedures in plans and assign dedicated individuals to monitor the plan.

TABLE 50: RISK REGISTER

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
Covid-19/ Corona virus	All departments	Epidemic Spread of Corona Virus Worldwide	Loss of life Poor service delivery Low staff morale	Not quantified	9	10	90%	Hand Sanitisers have been procured and placed in entry levels. All mayoral functions suspended till further notice. Biometric attendance register temporarily suspended. Office building is being disinfected every two days.	Intensify cleaning process of frequently used items. Add additional staff to assist our general workers. Department of Health invited to do awareness campaigns. Coronavirus awareness pamphlets to be designed and put up on municipal	MM, Director Corporate services Quarterly	Ongoing	10%	90%	80%	ALL HODs	Additional cleaning staff has been added, frequently used areas are now disinfected every 2 hours. Increased monitoring encouraged on our general cleaners by the Admin Manager. Coronavirus awareness campaign pamphlets have been prepared and distributed, however due to the risk of the spread of the virus,

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
								Disinfecting tunnel installed in the foyer. Employees have been given two masks as regulated. Auto-dispensers and sanitisers have been provided. PPE has been provided to staff members. Rotation of staff.	notice boards.							the process was halted. As a result, posters were prepared and posted on the notice board. Staff members come in to work on a rotational basis.

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
Inability to provide and maintain adequate municipal infrastructure	Finance/Technical Services/Planning & Development	Limited resources Appointment of incompetent SP Machinery breakdown. Failure to budget 8% of equitable share for maintenance as per MFMA	Aging municipal infrastructure. Service delivery expectations not met. Community Revolt	Not quantified	8	9	72%	Assets Management Policy and SCM policy Integrated Development Plan Service Delivery Implementation Plan Routine maintenance plan Roads and Stormwater master plan	Budget for new plant equipment or lease them whichever is cheaper. Effectively utilising municipal workshop to maintain the current machinery and fleet.	- Implementing SCM policy to obtain competent service providers - Implementing roads and stormwater master plan - Effectively utilising municipal workshop to maintain the current machinery and fleet by ensuring that they have all resources to do maintance to machiner	Ongoing (During the FY) Ongoing (during the current FY) Ongoing (during the current FY)	50%	60%	22%	DTS	SCM Bid committees are functional. Msinga Roads and storm water master plan was adopted by Council on 2nd September 2020. The municipal workshop is functional, additional tools have been bought. Maintenance of the workshop is performed gradually.

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
										y and plant.						

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
Ineffective control over municipal assets	All departments	Poor implementation /compliance with asset management policy. Insufficient support from Munsoft system. Procurement of assets without informing asset unit.	Inaccurate figures on Fixed Asset Register & Statement of Financial Position. Non-compliance with GRAP 17 and other GRAP standards. Auditor General queries Theft of Assets Loss of asset values Failure to update FAR timeously		6	9	54%	Asset Management Policy Fixed Asset Register. Physical Controls e.g security guards Insurance Policy GRAP updates by finance section Driver competency test Asset pass out forms are in use for the transfer of assets	Allocation of municipal fleet as per departments Submitting procurement plan to SCM and Asset units before financial year start and procure as per plan.	-Utilising asset passout form to movable asset(where applicable) - Allocating municipal fleet as per departments - Submitting procurement plan to SCM and Ecomanagement units. -Utilising procurement plan accordingly and as per plan	Ongoing (during the FY) Ongoing (during the FY) Ongoing (during the FY) Ongoing (during the FY) Ongoing (during the FY)	50%	60%	4%	ALL HODs	Pass out forms developed and implemented. Municipal fleet allocated. Procurement submitted to council in July and implemented. FAR has been updated in the previous months.

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
								from one location to another.		date, so that asset unit will know if there is an asset under procurement process. -Asset unit will update FAR timeously						

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
Inability to attract and retain experienced and competent employees	Corporate Services	Low salary levels Low development of Msinga area	Compromised service delivery High reliance on use of consultants.		6	9	54%	Retention Policy. Retention strategy. Local Government Sector Education & Training Authority (LGSETA) rebates and incentives. The LGSETA guidelines. Work skills plan. Employees are entitled to rural allowances.	Workshop the Workplace skills development Plan Advertise all post as per job evaluation task grades Giving employees bursaries to study formal qualifications	-Implementing the workplace skills development plan -Advertise all post as per job evaluation task grades -Giving employees bursaries to study formal qualifications	Ongoing (during the FY) Ongoing (during the FY) Ongoing (during the FY)	60%	80%	-6%	DCS	WSP is implemented and employees are given. All new posts are advertised as per the job evaluation task grades. Bursaries to study formal qualifications are given to interested employees. Job evaluation has been implemented

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
Inability to address findings raised by AG.	All departments	Lack of co-operation from the relevant departments. Insufficient knowledge of how to correcly correct the raised finding. Limited budget to implement some recommendations	AG follow up queries leading to a qualified audit opinion. Non-compliance with the submission of AG audit response plan to COGTA and National Treasury.		10	9	90%	MFMA and its regulations Public Audit Act as amended Oversight structures	Implementing AG recommendation as it is; using Auditor general turnaround strategy (AG action plan.) AG action plan be a standing item on senior management team meeting.	- Developing AG action plan - Implementing AG recommendation as it is, by developing AG action plan. - updating AG action plan status quarterly as per circular 7 of 2018 - AG action plan be a standing Item in oversight structures.	31 January 2021 Ongoing (after the signed AG management report) Ongoing (during the FY) Ongoing (during the FY)	40%	100%	50%	All HODs	AG action plan to address findings raised by AG for 2018/19 FY has been developed and recommendation by AG are currently being implemented. Action plan is a standing item in Audit Committee meeting. To be included in MPAC as a standing item. AG action plan is monitored on a quarterly

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
																basis by the SMT.

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
Dysfunctional Municipal Oversight Structures (Council, Exco, MPAC, AC, Portfolio Committees, etc.)	Corporate Services	Failure of committees to hold meetings on set dates. Poor record keeping(minutes & resolutions) Uncapacitated committee members	AG findings on non-compliance. Failure to deliberate on agenda items. Negatively impacts service delivery. Community dissatisfaction. Political unrest. Dysfunctional Administration.		7	9	63%	Set committee dates have been approved by council. Corporate HOD performance includes oversight meetings. Municipal Systems Act. Councillors sign the Code of Conduct.	Sticking to scheduled date of meetings.	Issuing the agenda 7 days prior to the day of the meeting (with the exception of Special Committee meetings) Notice of the meeting will be issued 14 days prior to the day of the meeting (with the exception of Special Committee meetings).	Ongoing (during the FY) Ongoing (during the FY)	70%	100%	-7%	DCS	Agenda is distributed to all members. Schedules of all council committee meetings have been developed and adopted by council. Councillors are reminded about meetings through whatsapp groups and telephone calls. MPAC has improved they now have an council approved workplan and schedule of meetings.

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
Possibility of non-compliance with legislations applicable to local government.	All Departments	Lack of compliance control checklist Capacity constraints due to lack of resources Non-compliance with safety regulations in terms of having emergency exits in the upper floor of the Municipal building. Blocked emergency exits Shortage of office space	AG queries leading to a qualified audit opinion on compliance matters. Non-compliance letters from national/provincial treasuries Failure to get letter of good standing from Department of Labour Withdrawal of grants. Litigation and financial loss.		9	7	63%	MFMA Calendar is managed by Finance. Legal officer has been appointed and has commenced work. Compliance with laws & regulations is a standing item on the AC agenda. Implementing compliance tool by the Legal Officer to ensure	Developing and make use of compliance tool by HODs to ensure compliance with all pieces of legislations.	- Compliance with legislation - HODs will ensure compliance with applicable legislation in their respective departments. - Quarterly reporting by the Legal department.	Ongoing (during the FY) Ongoing (during the FY) Ongoing (during the FY)	80%	100%	-17%	ALL HODs	Compliance tool has been developed and implemented. The compliance tool is submitted to the Audit Committee on a quarterly basis.

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
								compliance with all pieces of legislation								

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
Uncontrolled urbanization (People building in areas zoned for something else)	Development Planning	Illegal sale of land which belongs to council. Lack of residential developments. Influx of people in search of job opportunities	Difficulty in effective planning. Delays in service delivery Mushrooming of shacks/ illegal dwellings. Non-compliance with the Spatial Development Framework (SDF) may lead to the displacement of residents and deaths should natural disasters and pandemics occur and spread.		9	9	81%	Implementation of the Spatial Development Framework (SDF). Implementation of Municipal bylaws. Municipal Planning Tribunal. Implementing land use management services (SPLUMA)	Implementing land use management. Reviewing spatial development (SDF) Implementing municipal bylaws with the involvement of Tribal Authority.	- Reviewing spatial development framework (SDF) - Improve relations with Tribal Authority. - Review implementation of the Land Use Management Act.	28 February 2021 Ongoing (During the FY) 28 February 2021	40%	100%	41%	DPS	Currently developing a single land use management scheme in terms of SPLUMA that covers the whole of MSINGA. Draft SDF is complete awaiting public comments. Amakhosi now sit on all council meetings. Land development issues are now discussed with councillors and amakhosi.

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
			Community unrest													

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
Inability to respond to disaster related incidents	Community Services	Shortage of resources Poor telecommunications Inaccessibility of Msinga area because of it geological setting. Failure of victims to identify proper disaster location.	Loss of life and property Exposure to litigation Poor service delivery Low staff morale Increased accident rate Excessive use of the limited vehicles in the servicing of 18 wards, resulting in a shortened life span and increased maintaine nce costs.		7	9	63%	Disaster management plan Use of the district emergency call centre Disaster awareness programmes conducted in communities.	Construct an emergency centre to respond to disaster areas timeously. Conduct awareness campaigns in schools in promoting the number to be dialled in case of a disaster. Liase with the Department of Transport and Technical Services unit regarding poor road	- Construct an emergency centre to respond to disaster areas - Conduct awareness campaigns in schools in promoting the number to be dialled in case of a disaster. - Liase with the Department of Transport and Technical Services unit regarding poor road infrastruct	Ongoing (During the FY) Ongoing (During the FY) Ongoing (During the FY)	20%	50%	43%	DCom S	New office space secured, and staff will be moved to new identified Mkhuphulangwenya site. Awareness campaigns are bieng conducted continuously. Municipality participates in quarterly meetings that are being held with Department of Transport and Umzinyathi to resolve roads and water

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
									infrastructure and insufficient water supply.	ure and insufficient water supply.						related matters.

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
Inability to effectively implement mSCOA	All departments	Insufficient support from Munsoft system vendor Unsatisfactory turnaround time to resolve issues raised by the end-users. Budget constraints to cater for high cost of training offered by service provider. Errors within the Munsoftt system. Non-compliance with the SLA between municipality and service provider.	Late delivery of financial reports and misalignment with MSCOA regulations. Delays in processes which have an impact on the output. Lack of training of end users results in a centralized system. And HODs are unable to control their budgets. Misallocation of funds and		8	9	72%	Service level agreement	Budget and reporting management will conduct workshop on MSCOA to HODs Organising inhouse training for end-users	- Budget and reporting managment will conduct workshop on MSCOA to HODs - Organising inhouse training for end-users	31 July 2020 Ongoing (during the FY)	10%	40%	62%		Workshops on MSCOA have been attended by HODs. Staff members have been trained on MSCOA. Finance staff working on MSCOA on daily basis attend Munsoft trainings on regular basis. Munsoft is continuosly engaged should there be a need for them to assist.

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
			the unreliablity of reported information. Audit queries from AG on system errors and non-compliance with MFMA and Treasury regulations.													

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
Inability to monitor performance system	All departments	Unrelistic target sets. Targets and KPIs not meeting SMART criteria set Shortage of resources	AG queries Poor service delivery		7	10	70%	Performance management policy Performance Agreements Quarterly performance assessments of HODs. Quarterly reports from HODs with supporting POEs. IA unit reviews the SDBIP, for aligment to IDP, consistant of quartely	HODs and Accounting officer willl ensure that targets are SMART and realistic. HODs and Accounting Officer will ensure that all resources to meet targets are available.	- HODs to set SMART and realistic targets - PMS Manager review the targets.	30 January 2021 30 July 2021	70%	100%	0%	ALL HODs	HOD's did sit and set SMART and realistic targets and submitted to council an adjusted SDBIP and IDP on the 28th Of febraury 2020. PMS manager reviewed the PMS targets. Internal audit peformed an adhoc review on SMARTNESS on 25 June 2020.

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
								target, objective and strategies to IDP,and for SMART principle.								

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
Inability to avoid unauthorised, irregular, fruitless and wasteful expenditure	All departments	Non adherence to the supply chain management policy & procedures. Management approves the acquiring of items/services that are not budgeted for, Or they approve expenditure whilst the budget is insufficient. Poor planning	Fraudulent transactions which may lead to financial losses. Adverse AG opinion. Financial losses due to the procurement of items which are not in line with the procurement plan. Financial constraints.		8	9	72%	Supply chain management policy Supply chain procedure manual Approved budget	Procurement of all goods and services as per procurement plan and the approved budget.	- HODs and senior officials should be trained on SCM and HR policies (eg. overtime) to prevent activities which may lead to unauthorised and irregular expenditure. - Implementing procurement plan accordingly.	30 June 2021 Ongoing (during the FY)	60%	100%	12%	ALL HODs	Procurement plan has been compiled, and budget has been approved.

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
Underspending on municipal grants.	All departments	Due to internal challenges it sometimes takes months to appoint service provider/s. Other challenges faced is that some appointed service providers do not have the necessary capacity to render the agreed upon service/s. Disputes also take months to be resolved resulting in the allocated funding not being spent. Non-reporting of projects by departments.	Delays in service delivery, resulting in service delivery protests. The municipality may lose grant funding from National Government. Municipality may become destabilised Reduction in incentive grant allocations. Service providers may be paid for work not done.		6	7	42%	Grant register is in place which is updated with every expenditure occurred. Procurement plan Technical performance report is prepared quarterly, reflecting progress on projects, and grant utilisation. Work	Grant reconciliation to be performed on a monthly basis to keep track of the grant utilisation, and is submitted to Treasury every month, which goes hand in hand with Section 71 reports. Procurement plan	- performing monthly grant reconciliations - proper implementation of procurement plan - Tracking status of procurement as per procurement plan in the SMT meetings	Monthly (during the FY) Quarterly Ongoing (During the FY)	80%	100%	-38%	CFO	Approved procurement plan is implemented. Grant register is being updated on monthly basis. Quarterly meetings with the service providers responsible for grant funded projects have been successfully held to speed up grant spending. Monthly movements are captured on the Treasury portal and is compared to information

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
			Incorrect performance reporting. Inability for HODs to achieve quarterly targets.					skills plan (WSP) .								captured in the Municipality's system. Any variances are identified and rectified immediately. Performance assessment of service providers are conducted at the end of the financial year (June).
		Likelihood	1 - 3	Low				Inherent, Residual Risk and Residual Gap	0 - 30	Low		Low				
			4 - 5	Moderate					31 - 60	Moderate		Moderate				

Risk Name	Risk Category	Root cause/s	Consequences	Potential Financial Loss in rand terms	Likelihood Scale 1 - 10	Impact Scale 1 - 10	Inherent Risk (Likelihood x Impact)	Controls details	Mitigating Factor/s	Risk Action Plan	Due date for Actions	Control Effectiveness Factor (CEF) (Current)	Control Effectiveness Factor (CEF) (Desired)	Residual Risk (Current)	Risk Owner	Progress/Comments
			6 - 8	High					61 - 80	High		High				
			9 - 10	Very High					81 - 100	Very High		Very High				
		Impact	1 - 3	Low				CEF	0 - 10	Low		Ineffective				
			4 - 5	Moderate					11 - 40	Moderate		Partially Effective				
			6 - 8	Major					41 - 80	High		Effective				
			9 - 10	Critical					81 - 100	Very High		Highly Effective				

C.7.9.9 FARMCO

The FARMCO was established by Council to assist the Accounting Officer (Municipal Manager) to fulfil his fraud and risk management responsibilities in accordance with prescribed legislation and corporate governance principles. This is achieved by reviewing the effectiveness of the Municipality's fraud and risk Management systems, practices and procedures and providing recommendations for improvement.

The committee is regulated by the Fraud and Risk Management Charter which stipulates that the FARMCO shall meet at least four times per annum in terms of a schedule of agreed meeting dates to be determined at the beginning of each financial year. The FARMCO can convene further meetings to discuss urgent matters at the discretion of the FARMCO Chairperson is Mr Madonsela who also forms part of the municipal independent Audit Committee.

C.7.10 COUNCIL ADOPTED POLICIES

The Municipal Council adopted policies are stated below.

NO	NAME OF THE POLICY	ADOPTION STATUS	DATE OF REVIEW/ADOPTION
1.	**STAFF CODE OF CONDUCT**	Adopted by the Msinga Council	Last adopted on the 29 May 2019
2.	**DRAFT BATHO PELE POLICY 2018**	Adopted by the Msinga Council	Adopted on the year 2018
3.	**FUNERAL AND BURIAL POLICY 2019-2020**	adopted by the Msinga Council	Adopted on the 31 March 2021
4.	**ICT POLICIES**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
5.	**INDIGENT BURIAL POLICY 2020**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
6.	**INDIGENT POLICY 2020-2021**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
7.	**MSINGA MUNICIPALITY TARIFFS POLICY 2020-2021**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
8.	**MSINGA SUPPLY CHAIN MANAGEMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 29 May 2019
9.	**OCCUPATIONAL HEALTH AND SAFETY POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
10.	**EMPLOYMENT EQUITY PLAN**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
11.	**PERFOMANCE MANAGEMENT FRAMEWORK**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
12.	**SEXUAL HARRASMENT POLICY**	Adopted by the Msinga Council	Last reviewed on the 27 May 2020
13.	**SKILL DEVELOPMENT POLICY**	Adopted by the Msinga Council	Last reviewed on the 27 May 2020
14.	**TERMINATION OF SERVICE POLICY**	Adopted by the Msinga Council	Last reviewed on the 27 May 2020
15.	**DISCIPLINE**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
16.	**PROBATIONARY PERIOD POLICY**	Adopted by the Msinga Council	Last reviewed on the 27 May 2020
17.	**MSINGA HUMAN RESOURCE STRATEGY**	Adopted by the Msinga Council	Last adopted on the 29 May 2019
18.	**LED STRATEGY**	Adopted by the Msinga Council	25 November 2020
19.	**DISASTER MANAGEMENT PLAN**	Adopted by the Msinga Council	Last reviewed in 2015
20.	**DISASTER SECTOR PLAN**	**Adopted as an attachment to the IDP**	Last reviewed on the 27 May 2020
21.	**HOUSING SECTOR PLAN**	Adopted by the Msinga Council	on the 25 November 2020
22.	**WASTE MANAGEMENT PLAN**	Adopted by the Msinga Council	on the 27 March 2019
23.	**INTEGRATED TRANSPORT PLAN**	Draft ITP adopted by the Full Council	on the 25 November 2020
24.	**WORK SKILL PLAN & ANNUAL TRAINING**	WSP has been tabled for Cooperate Service SubComm	Proposed date 26 March 2021
25.	**SPATIAL DEVELOPMENT FRAMEWORK**	Draft SDF adopted by the Municipal Council	on the 25 November 2020
26.	**BAD DEBTS WRITTEN OFF POLICY**	Adopted by the Msinga Council	Last adopted on the 29 May 2019
27.	**PAY DAY POLICY**	Adopted by the Msinga Council	Last adopted on the 29 May 2019
28.	**PAYROLL POLICY**	Adopted by the Msinga Council	Last adopted on the 29 May 2019

29.	**PAYMENT OF OVERTIME**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
30.	**BUDGET POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
31.	**BUDJET ADJUSTMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
32.	**SUPPLIERS PERFOMANCE MONITORING POLICY**	Adopted by the Msinga Council	Last adopted on the 29 May 2019
33.	**PROPERTY MANAGEMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
34.	**PROPERTY RATE POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
35.	**COMMUNITY HALL ADMINISTRATION POLICY**	Adopted by the Msinga Council	Last adopted on the 29 May 2019
36.	**STORES MANAGEMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
37.	**PRETTY CASH POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
38.	**BLACKLISTING POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
39.	**LAND AND ASSET DISPOSAL POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
40.	**LOST CONTROL POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
41.	**INVESTMENT AND CASH MANAGEMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 29 May 2019
42.	**CREDITORS MANAGEMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
43.	**CREDIT CONTROL AND DEBT COLLECTION POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
44.	**INSURANCE POLICY**	Adopted by the Msinga Council	Last adopted on the 29 May 2019
45.	**LEAVE POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
46.	**RISK MANAGEMENT POLICY AND STRATEGY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
47.	**RISK MANAGEMENT FRAMEWORK**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
48.	**RISK COMPLIANCE AND FRAUD PREVENTION COMMITTEE CHARTER**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
49.	**TRAVEL AND SUBSISTENCE**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
50.	**CAR ALLOWANCE POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
51.	**CELL PHONE ALLOWANCE POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
52.	**VIREMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 29 May 2019
53.	**MUNICIPAL TELEPHONE POLICY**	Adopted by the Msinga Council	Last adopted on the 29 May 2019
54.	**GRANT MANAGEMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 29 May 2019
55.	**COST CONTAINMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 29 May 2019
56.	**CONTRACT MANAGEMENT**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
57.	**CONSEQUENCE MANAGEMENT POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
58.	**FRAUD PRVENTION STRATEGY INCLUSIVE OF POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
59.	**INTERNAL AUDIT CHARTER**	Adopted by the Msinga Council	Last adopted on the 29 May 2019
60.	**SCARCE SKILLS AND RETENTION POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
61.	**INCAPACITY ILL HEALTH**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
62.	**INCAPACITY POOR WORK PERFOMANCE**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
63.	**ATTENDANCE & PANCTUALITY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
64.	**WRITE OFF POLICY**	Adopted by the Msinga Council	Last adopted on the 27 May 2020
65.	**INTOXICATING AND SUBSTANCE ABUSE**	Adopted by the Msinga Council	Last adopted on the 27 May 2020

C.7.11 2021/2022 MAYORAL PROGRAMME OF ACTION MSINGA MUNICIPALITY: OCTOBER 2019- JUNE 2020

PHASE 1 OF MAYORAL IZIMBIZO				
DATE	**TRIBE**	**WARD**	**VENUE**	ACTIVITY/ FUNCTION TO BE CONDUCTED
22/05/2021	Majozi	12	Ntombikayise Hall	Isicathamiya Competition and Festival
30/05/2021	Majozi	17	Pomeroy Sport Complex	Phase One Mayoral Cup
03/06/2021	Majozi	02		Public consultation and awareness programme
05/06/2021	Majozi	17	Pomeroy Sport Complex	Athletics Day
10/06/2021	Mchunu	09		Public consultation and awareness programme
16/06/2021	Majozi		Pomeroy Sport Complex	Youth Day Celebration
17/06/2021	Majozi	17		Public consultation and awareness programme
24/06/2021	Mchunu	10		Public consultation and awareness programme
27/06/2021	Mthembu	05	Mzisho Sport Field	Phase Two Mayoral Cup
01/07/2021	Majozi	18		Public consultation and awareness programme
06/07/2021	Mchunu	10	Fabeni Sport Field	EPWP Awareness
08/07/2021	Majozi	01		Public consultation and awareness programme
13/07/2021	Mthembu	05	Mthembu Hall	Men`s Month Celebration
15/07/2021	Mchunu	07		Public consultation and awareness programme
20/07/2021	Majozi	12	Shiyane Sport Field	Golden Games
22/07/2021	Mthembu	05		Public consultation and awareness programme
24/07/2021	Mthembu	03	KwaNgubo Sport Field	Indigenous Games

27/07/2021	Majozi	17	Pomeroy Sport Field	Traditional Leadership Day
29/07/2021	Mbomvu	13		Public consultation and awareness programme
03/08/2021	Majozi	02	Nkamba Hall	Ward Committees Awareness
05/08/2021	Majozi	16		Public consultation and awareness programme
10/08/2021	Majozi	17	Gordon Memorial	Widows & Widowers Event
12/08/2021	Mchunu	11		Public consultation and awareness programme
17/08/2021	Mthembu	05	Mzisho Sport Field	Ama-Nazareth Celebration
24/08/2021	Mchunu	07	Mhlangane Sport	Ibhayi Event (Women`s Month Celebration)
19/08/2021	Mthembu	03		Public consultation and awareness programme
26/08/2021	Mbomvu	15		Public consultation and awareness programme
31/08/2021	Mchunu	11	Othulwinilwezulu Hall	AmaZion Celebration
02/09/2021	Mabaso	04		Public consultation and awareness programme
07/09/2021	Majozi	12		Public consultation and awareness programme
09/09/2021	Mchunu	08		Public consultation and awareness programme
14/09/2021	Mthembu Mchunu	06		Public consultation and awareness programme
16/09/2021	Mbomvu	14		Public consultation and awareness programme
21/09/2021		19		Public consultation and awareness programme
23/09/2021		20		Public consultation and awareness programme
30/09/2021		21		Public consultation and awareness programme
05/10/2021	Mabaso	04	Bhubesini Hall	Elections Prayer
07/10/2021	Mbomvu	14	Gxobanyawo Hall	Cancer Awareness Campaign (Onompilo)
12/10/2021				Public consultation and awareness programme

14/10/2021				Public consultation and awareness programme
21/10/2021	Mchunu	10	Fabeni Sport Field	Five-year report Back Event

C.7.12 LAND USE MANAGEMENT

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

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

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

- Council delegated each of the Executive Committees of all the 4 local Municipalities within the District as a Default Appeal Authority for the development applications as provided in Section 51 of SPLUMA.
- Council delegated the Municipal Manager to serve as the evaluation panel member for the appointment of the Joint Municipal Planning Tribunal as part of the Municipal Mangers Forum; and
- Council to delegate the Town and Regional Planner of uMzinyathi as the Authorized Officer to process and approve the Category 1 and 2 of the development applications as part of the interim arrangements until the Joint Municipal Planning Tribunal is appointed; as contemplated in Section 35(2) of the Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013).
- In August 2019 that agreement came into an end. Msinga is establishing their own MPT in line with the provisions of SPLUMA.

C.7.12.1 MSINGA MUNICIPAL'S SPATIAL PLANNING BY-LAW

The Municipality received KZN Generic Spatial Planning By-laws from the Department of Rural Development and Land Reform to provide for the establishment of the Municipal Planning Approval Authority, Municipal Planning Appeal Authority and the Municipal Planning Enforcement Authority; to provide for the adoption and amendment of the Municipality's land use scheme, to provide for applications for Municipal planning approval; to provide for appeals against decisions of the Municipal Planning Approval Authority; provide for offences and penalties; to provide for compensation and matters incidental thereto Msinga Municipality adopted its Final By-laws V (10) on the 18 December 2016.

After the adoption, the by-law was translated into IsiZulu language and the document was gazetted on the 16 February 2017, Notice 17 of 2017. Both the English and IsiZulu Versions are available on the Municipal website. In 2019 August that contract came into an end with local Municipalities opting to establish their own MPTs. Msinga Municipality advertised for professional expertise.

C.7.12.2 FEES AND TARIFFS

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

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

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

The MPT has 5 (external non-employee) members and is envisaged to sit once per quarter that is, four (4) times a year depending on the number of applications received. The MPT sittings are estimated cost R60 000 per annum given that there are four (MPT seating in a year and all MPT members attend all the MPT meetings as envisaged, and costs for the meetings as indicated below will be paid by the Municipality.

C.7.12.3 THE ESTABLISHMENT OF THE MSINGA MUNICIPAL PLANNING TRIBUNAL (MPT)

The establishment of the MPT Structure has been completed, and the members are thereof appointed however DCOGTA has not completed gazetting the structures thus no meetings have set.

In terms of the SPLUMA ACT NO.16 2013 section 35(1), the Msinga Municipality intends to appoint the following persons as members of the Msinga Municipal Tribunal (MPT) in terms of section 37 (1) of the act, the terms of the office of the members is three years (3) from the date of appointment as per council resolution dated 28 February 2020. Therefore, the term of office for the members listed below expires 30 March 2023;

NON-MUNICIPAL EMPLOYEES	NAME(S) & SURNAME
	REGISTRATION NUMBER
TOWN & REGIONAL PLANNERS:	Ms. Nonhlanhla Khoza
	A/1542/2012
CIVIL ENGINEERS:	0
LEGAL PRACTITIONERS	MR Jacques J De Villiers
	FFC 44430/2018
ENVIRONMENTAL PRACTICTIONER:	Ms. Senamile SN Mnguni
	IAIAsa 5771
SURVEYOR:	Mr. Peter H.R Hofmann
	198/007778/21
	NAME(S) & SURNAME
	REGISTRATION NUMBER
DIRECTOR TECHNICAL SERVICES	MR S MNGUNI
BUILDING INSPECTOR	MR. N. KHANYILE
	PAT 24714563
TOWN PLANNER (MPT: REGISTRAR)	MR L. CEBEKHULU
	C/8960/2019
DIRECTOR DEVELOPMENT PLANNING	MS. B.T HLUBI
	C/5884/2010
IDP MANAGER (MPT: REGISTRAR)	MS A. MSWELI
DIRECTOR COMMUNITY SERVICES	MS M. S. XULU
	C/7776/2014
TOWN PLANNER (ENDUMENI LM) (MPAO)	MS. LUMKA O. NGIDI
	A/2756/2019
MUNICIPAL MANAGER	MR S.L SOKHELA

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

C.7.12.3.1 CATEGORISATION OF APPLICATIONS

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

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

PLANNING APPLICATION TYPE	MPT	AO
Category 1 Applications are -		
The establishment of a township or the extension of the boundaries of a township	✓	
The amendment of an existing scheme or land use scheme by the rezoning of land	✓	

The removal, amendment or suspension of a restrictive or obsolete condition, servitude or reservation registered against the title of the land	✓
The amendment or cancellation in whole or in part of a general plan of a township	✓
The subdivision and consolidation of any land other than a subdivision and consolidation which is provided for as a Category 2 application	✓
Permanent closure of any public place	✓
Any consent or approval required in terms of a condition of title, a condition of establishment of a township or condition of an existing scheme or land use scheme	✓
Any consent or approval provided for in a provincial law	✓
Category 2 Applications are	
The subdivision of any land where such subdivision is expressly provided for in a land use scheme	
The consolidation of any land	
The simultaneous subdivision, under circumstances contemplated in paragraph (a) and consolidation of land	
The consent of the Municipality for any land use purpose or departure or deviation in terms of a land use scheme or existing scheme which does not constitute a land development application	

The removal, amendment or suspension of a restrictive title condition relating to the density of residential development on a specific ERF where the residential density is regulated by a land use scheme in operation	
The zoning or rezoning land by the Municipality to achieve the development goals and objectives of the Municipal spatial development framework.	
an amendment to an application in terms of paragraphs (a) to (d), prior to the approval thereof by a Municipal Council	
a correction to a decision of a Municipal Council on an application in terms of paragraphs (a) to (d) to correct an error in the wording of the decision, correct a spelling error, update land description, or update a reference to a law, person,	
All category 1 applications and all opposed category 2 applications must be referred to the Municipal Planning Tribunal	
All category 2 applications that are not opposed must be considered and determined by the authorized official	
Category 3 Applications are	
the adoption of land use scheme	
an amendment to wording of land use scheme, including development controls. contained in it	
the zoning or rezoning of land in accordance with a new zone	

C.7.13 GOOD GOVERNANCE & PUBLIC PARTICIPATION SWOT ANALYSIS

STRENGHTS	WEAKNESSES
Functional IGR structures **Functional mayoral committees** **Well-functioning Izimbizo & well attended.** **Effective public participation (media, etc.)** **Public participation policy in place** **Communication strategy in place** **Traditional leadership by in** **The culture of ubuntu** **Oversight structures functionality (MPAC, WARD COMMITTEE, AUDIT COMMITTEE, RISK COMMITTEE)**	Limited funding Lack of cooperation between sector departments Lack of proper electronic records management system Limited office space
OPPORTUNITIES	**THREATS**
Enhance IGR structures **Enhancement of community participation** **Formalising structures** **Technological advancement**	Budget limitations hinders public participation programme Illiteracy Unemployment Crime Staff morale

C.7.14 KEY CHALLENGES

C.7.14.1 INTERNAL CHALLENGES

NATIONAL KPA	FOCUS AREA	ISSUES FOR CONSIDERATION
INFRASTRUCTURE AND SERVICES	Water and sanitation	The municipality should however **improve** on the following: ▪ Water and sanitation backlogs. ▪ Ageing water and sanitation infrastructure. ▪ Improved and expeditious implementation of water schemes
	Electricity	The municipality should maintain the following: ▪ The increase in the number of households with electricity connections. The municipality should improve on: ▪ Implementation of the energy plan. ▪ Reduction of electricity provision backlogs. ▪ Electricity infrastructure maintenance.
	Roads	The municipality must maintain a good service on the: ▪ Provision of tarred and graveled roads. ▪ Provision of paving where needed.
	Housing	▪ The municipality should maintain the provision of the low-cost houses through the review and adoption of the housing sector plan.
	Waste management	The municipality must maintain the following: ▪ Existence and review of the integrated waste management plan The municipality should however improve on: ▪ Waste collection vehicles ▪ Collection of waste from households and businesses ▪ The number of households receiving the waste collection service.
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	Municipality services Human resource management	The municipality should ensure that: ▪ Municipal services are accessible to all. ▪ Effectiveness, continuity and consistency is prioritized. ▪ The working environment should be safe and ▪ All employees and non-employees should have access to skills development opportunities. ▪ Professionalism is upheld. ▪ Policies are reviewed and adopted. ▪ Performance management is improved made normal on lower levels of the municipality.
FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	Financial planning Finance management Supply chain management	The municipality must ensure, ▪ The development of a financial plan ▪ IDP aligned budgeting. ▪ Efficient financial management and reporting ▪ Revenue enhancement ▪ Properly acquire goods and services and manage contracts thereof. ▪ Provision of free basic services to the indigent household

		▪ Improved audit opinion ▪ Improved revenue collection ▪ Improved data integrity ▪ Proper implementation of internal control systems ▪ Improved asset management
GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEM	Governance Public participation	▪ The municipality should maintain functional council and its subcommittees. ▪ The municipality should also ensure the development and implementation of the communication plan and the public participation strategy. Ward committees should also be kept functional and clear programs on the development of the special groups.
SOCIAL AND LOCAL ECONOMIC DEVELOPMENT	Economic development Social Development	▪ The municipality should ensure the availability of sports, recreation and arts infrastructure and programs. ▪ The municipality must create job opportunities through the implementation of the LED strategy. ▪ The municipality must also assist in the development of SMME's to enable community participation in formal and informal economies of the area. ▪ The municipality should have a clear poverty alleviation programme. ▪ The municipality must also attempt to develop youth skills to improve their employability. ▪ The municipality must also facilitate the provision of social development infrastructure and services that fall outside the municipal mandate. ▪ The municipality must have clear programmes aimed at ensuring social security.
CROSS-CUTTING ISSUES	Land Use	▪ The municipality should ensure the implementation of SPLUMA with a view to cater for land use requirements and needs. ▪ The municipality should also facilitate the environment protection programmes. ▪ The municipality must also at all-time be ready to respond to disasters whilst reducing and mitigating them where possible.

Issues for strategic consideration when planning for the next five years can be summarized as follows:

- Inequality, unemployment, and poverty remain a triple challenge faced by Msinga as is for the whole country.
- Seek to continuously improve the credibility of the IDP by attending to the MEC comments and improving the KPA's that were poorly assessed.
- Covid 19 economic recovery plans for the municipal area to provide health response to the current pandemic, restoring the economy and building a sustainable, resilient, and inclusive economy during and beyond the pandemic.
- Input and participation in the district development model implementation.
- Communication, consultation and reporting between the municipality, traditional leadership, and the citizens.
- Improve the municipality economy, its growth and contribution to the district GDP through identified opportunities.
- Budgeting process focusing on infrastructure development, service delivery and Covid 19.
- Address infrastructure backlogs.
- Improved contract management to improve service delivery.
- Improve municipal asset management.
- Review the Housing sector plan to facilitate fair and balanced provision of housing projects.
- Inclusion of the pipeline housing projects into the municipal IDP.
- Economic development, planning and housing.

- Water and sanitation backlogs and its provision to be balanced to attend to all wards at a faster pace.
- Strategic human resource management to identify and fill strategic and critical posts without over staffing.
- Improving access to the municipality offices and services through satellite offices.
- Municipal disaster response interventions.
- Investigate the possibility of having offices for councillors in their respective wards.

C.7.14.2 EXTERNAL CHALLENGES

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

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

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

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

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

SECTION D: VISION, GOALS, OBJECTIVES & STRATEGIES

D.1.0 LONG TERM VISION

D.1.1 VISION

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

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

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

D.1.1.1 KEY DEVELOPMENTAL PRIORITIES

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

Using these components as the building blocks, along with the characteristics of the Msinga Municipal area, the following Vision was amended by council in a strategic planning session held at Garden Court, Marine Parade (Durban) on the 10 – 12th of March 2021. The vision presents a desirable future that the Municipality aspires to achieve.

VISION

Commitment to work with the Traditional leadership towards **corruption free governance**, **infrastructural development**, **poverty eradication** and supporting **local economic development initiatives** towards the financial and social emancipation of the Msinga community by 2030.

D.1.2.1 MISSION

MISSION:
Msinga will through local integrated developmental support will eradicate poverty by applying Batho Pele Principles

Consultation	**This means that citizens should always be consulted on matters to do with their needs.**
Service standards	It is a directive which stipulates that all citizens need to know the service they should expect.
Access	This one points out to the fact that all citizens need equal service access.
Courtesy	It is necessary for all citizens, without discriminating, to receive fair treatment and always be served courteously.
Information	It shows that all citizens are entitled to complete, accurate information.
Openness and transparency	This one show that all citizens need to know about how decisions are reached and also about how departments are run.
Redress	It is a pointer that directs civil servants to offer all citizens an apology as well as a solution in instances where standards fail to be met.
Value for Money	Public services offered should always give money value.

D.1.2.1 OBJECTIVES AND STRATEGIES

1. To reduce poverty.
2. Increased performance and efficiency levels **(Planning Department).**
3. To ensure Excellence in Governance and Leadership.
4. To Improve Municipal Planning and Spatial Development.
5. To promote participative, facilitative, and accountable Municipality through a refined ward committee system.
6. To promote participative, facilitative, and accountable Municipality through a refined ward committee system
7. To expand local economic output and increase quantity and quality of employment opportunities.
8. To Increase business skills levels & economic activity within the Municipal area
9. To promote Informal Economy to promote Agri-parks.
10. To ensure food security and production
11. To improve state of Municipal Tourism infrastructure
12. Participative, facilitative, and accountable governance and Customer Care
13. To facilitate and coordinate provision of Integrated Human Settlements within the Municipality
14. Effective Administration Management – (**COMMUNITY DEVELOPMENT DEPARTMENT),**
15. Promote Public Knowledge and awareness,
16. To promote youth development and support youth initiatives and empowerment,
17. To promote preservation of culture and assist in promoting good behaviour in youth,
18. To promote sports development and improve sports participation,
19. To reduce poverty in the Municipal area,
20. To improve planning and engagements in sports with federations
21. To promote athletics development and road running
22. To promote good governance and strengthening intergovernmental relationships while ensuring service delivery
23. Promote Public Knowledge and awareness
24. To improve education for Early Childhood
25. To improve literacy and encourage culture of reading special.
26. To promote sports development in physically disabled people
27. Increased Provision of Municipal services **(TECHNICAL SERVICES DEPARTMENT)**
28. Improved state of Municipal Infrastructure
29. Reduced unemployment.
30. Increased performance and efficiency levels
31. Improved Municipal Planning and Spatial Development
32. Improve Community and Environmental Health and Safety
33. Improved provision of Social Development Services
34. Improved Expenditure and maximise the economies of scale and value for money.
35. To p-provide waste services without imposing negative environment impacts
36. To provide services without imposing employees to risk
37. To provide waste collection needs during the 2018/19
38. To provide temporal waste collection storage
39. To draft a new environmental policy.
40. Optimised use and Management of Municipal Assets **(FINANCE DEPARTMENT)**
41. Increased Revenue
42. Improved Expenditure and maximize the economies of scale and value for money.
43. Improved Budgeting, Reporting and Compliance
44. Promote Public knowledge, awareness, and corporate image **(CORPORATE SERVICES)**
45. Optimise systems, administration, and operating procedures.
46. Strengthened governance and advance communication channels.
47. Strengthened governance and reduce risk.
48. Optimise systems, administration, and operating procedures.
49. Increase performance and efficiency level.
50. Optimise systems, administration, and operating procedure.
51. Increase institutional capacity and promote transformation.

D.1.2 GOALS AND OBJECTIVES ALIGNMENT WITH KZN PGDS

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

PGDS GOALS	KEY PERFORMANCE AREA	PRIORITY ISSUE
STRATEGIC INFRASTRUCTURE	Basic services delivery: Infrastructure and services	Satisfaction of basic needs through provision of services: ✓ Roads ✓ Housing ✓ Electricity ✓ Solid Waste Water & Sanitation = not local Municipal functions
JOB CREATION	Local Economic & Social Development	Local economic development through: ✓ Commercially orientated agriculture ✓ Informal economy ✓ Tourism projects ✓ Agri-processing ✓ Poverty alleviation ✓ Education and training ✓ LED Strategy implementation ✓ Youth development
HUMAN RESOURCE DEVELOPMENT	Municipal transformation	✓ Improve staff skills through WSP. ✓ Improve Municipal PMS ✓ Effective management of facilities ✓ Improve Municipal performance reporting
	Municipal financial viability	✓ Generate income for the Municipality. ✓ Promote sound financial practices. ✓ Improved financial reporting
GOVERNANCE AND POLICY	Governance	✓ Improve communication with the community. ✓ Participation of all citizens ✓ Empowerment through knowledge dissemination
SPATIAL EQUITY	Cross cutting issues	✓ Safe and sustainable environment ✓ Attract investment to Nodal areas. ✓ Ensure proper spatial planning. ✓ Adopt a reviewed SPLUMA compliant SDF. ✓ Formalisation of Tugela Ferry ✓ HIV/AIDS

D.1.3 THE MSINGA STRATEGIC FRAMEWORK PER KPA

PGDS GOALS	KEY PERFORMANCE AREA	PRIORITY ISSUE
INFRASTRUCTURE	Basic services delivery: Infrastructure and services	Satisfaction of basic needs through provision of services: ✓ Roads ✓ Housing ✓ Electricity ✓ Solid Waste Water & Sanitation = not local Municipal functions
JOB CREATION	Local Economic & Social Development	Local economic development through: ✓ Commercially orientated agriculture ✓ Informal economy ✓ Tourism projects ✓ Agri-processing ✓ Poverty alleviation ✓ Education and training ✓ LED Strategy implementation ✓ Youth development
HUMAN RESOURCE DEVELOPMENT	Municipal transformation	✓ Improve staff skills through WSP. ✓ Improve Municipal PMS ✓ Effective management of facilities ✓ Improve Municipal performance reporting
	Municipal financial viability	✓ Generate income for the Municipality. ✓ Promote sound financial practices. ✓ Improved financial reporting
GOVERNANCE AND POLICY	Governance	✓ Improve communication with the community. ✓ Participation of all citizens ✓ Empowerment through knowledge dissemination
SPATIAL EQUITY	Cross cutting issues	✓ Safe and sustainable environment ✓ Attract investment to Nodal areas. ✓ Ensure proper spatial planning. ✓ Establishment of Msinga Municipality's cemeteries ✓ HIV/AIDS

D.1.3.1 BASIC SERVICE DELIVERY

STRATEGIC	KPI NO.	2021/2022 STRATEGIES	MEASURABLE OBJECTIVES
Improved access to all basic services	166 167, 167.1	*To ensure improved state of Municipal Infrastructure*	▪ To construct & complete Two room Houses ▪ To construct & complete Classrooms
	168	*To improve education for Early Childhood*	▪ To Construct/Renovate and complete Crèches
	169	*To Improve the state of Municipal Infrastructure*	▪ To construct/renovate & complete Community Halls
	171	*To provide a better Local Access Road network*	
	173.1 and 173.6, 173.7 and 173.8	*To ensure easy access to sports facilities*	▪ To construct & complete sport fields ▪ To upgrade sport fields
	178.1; 178.2; 178.3; 178.4; 178.5 and 178.6	*To provide a better Local Access Road network*	▪ To construct & complete new access road
	21.2	*Environmental management and protection*	▪ To construct and complete 2 Green Town Entrances
	182; 182.1; 182.2and 182.3 250.2. 250.3	*Accelerate electrification*	▪ To install electricity ▪ To install electricity for retentions for Electrification project ▪ To install, refurbish Msinga High Mast lights
	202	*To ensure Proper management of waste*	▪ To ensure (EPWP) Street cleaning

D.1.3.2 MUNICIPAL INSTUTIONAL DEVELOPMENG TRAINING (MTID)

STRATEGIC OBJECTIVES	KPI NO.	2021/2022 STRATEGIES	MEASURABLE OBJECTIVES
Ensure a sustainable working environment	222	*To ensure proper administration in line with legislation*	▪ To conduct 2021/2022 Mid-Year Performance Assessments for s54/56 managers.
	44, 46	*To ensure proper administration in line with legislation*	▪ To ensure effective secretariat services to council and standing committees

	48 49 49.1 50 *132* *135; 136 and 137* *138 and 139*	*To ensure proper administration in line with legislation*	▪ To achieve an unqualified audit opinion ▪ To develop an Audit action plan ▪ To implement the Msinga AG Action plan ▪ To implement & report on Risk Register ▪ To submit 2021/2022 Mid-Year Performance Report (S72 Report) to Council for adoption ▪ To Adopt 2020/2021 Annual Performance Report (s46 APR ▪ To Adopt 2022/23 Municipal SDBIP by 30/6/2022
	217	*To ensure compliance with legislation*	• To adopt a revised internal audit charter

D.1.3.3 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (SOUND FINANCIAL MANAGEMENT)

STRATEGIC OBJECTIVES	KPI NO.	2021/2022 STRATEGIES	MEASURABLE OBJECTIVES
Ensure a financially viable and sustainable Municipality.	92 93 94 95 99 104	*To ensure Proper Financial administration*	▪ To ensure Budget Management ▪ To ensure Maintenance and compliance Asset Register ▪ Approved Procurement plan and implemented (Procurement plan) ▪ Approved Procurement plan and implemented (SCM reports) ▪ To ensure Creditor's payments ▪ Monitor Irregular Expenditure
	118 120	*Improved Budgeting, Reporting and Compliance*	▪ Adjustment Budget preparation ▪ Budget Management (reporting)
	106 121 123	*Improved Budgeting, Reporting and Compliance*	▪ Payroll ▪ Budget Management (reporting) ▪ Compilation of the 2022/23 Budget
	127 128	*Proper Financial administration*	▪ Compilation of the 2022-23 Budget ▪ Credible Annual Financial Statements ▪ Monthly reviewed General Ledger

D.1.3.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION (PUTTING PEOPLE FIRST)

STRATEGIC OBJECTIVES	KPI NO.	2021/2022 STRATEGIES	MEASURABLE OBJECTIVES
To increase awareness and develop a culture of community participation in the Local government affairs	33 34 42 43, 44 and 46	*To increase awareness and develop a culture of community participation in the Local Government affairs*	▪ To ensure implementation of the Provincial policy framework on the establishment of ward committees ▪ To conduct Mayoral Izimbizos (Public consultation) ▪ To ensure effective secretariat services to council and standing committees
	143 144	*Improve the public participation and communication processes.*	▪ To develop & adopt Municipal IDP 2022/23 ▪ To develop & adopt Municipal IDP /Budget & PMS process plan 2022/23
	63	*To increase awareness and develop a culture of community participation in the Local Government affairs*	▪ To conduct Public Awareness Campaigns
	21.2	*Environmental management and Protection*	▪ To construct and complete 2 Green Town Entrances
	21.2	*Environmental management and Protection*	▪ To spread Environmental awareness amongst the municipal citizens

D.1.3.5 LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS

STRATEGIC OBJECTIVES	KPI NO.	2021/2022 STRATEGIES	MEASURABLE OBJECTIVES
To promote cultural and indigenous skills	59 70 71 72	*To promote cultural and indigenous skills*	▪ To Host Umcimbi weBhayi by 30 June 2022 ▪ To host a Msinga Marathon by 30 June 2022 ▪ To Host Iscathamiya Event by 30 June 2022 ▪ To host Msinga Maskandi Festival by 30 June 2022
	75	*To promote cultural and indigenous skills*	▪ To host an Annual Reed Dance by 30/6/2022
	78 79	*To promote sport development and improve sports participation.*	▪ To host a Mayoral Cup by 30/6/2022 ▪ To participate in SALGA Games by 30/6/2022
	82 83	*To empower the disadvantage communities*	▪ To implement Ward Youth Projects as per Ward Based Plans in the IDP 2021/22

	84		▪ To assist local students with Tertiary Education Registration. ▪ To host a Youth Day Celebration
	154 155 157 158	*To reduce poverty through Local Economic development initiatives*	▪ To review Msinga LED Strategy ▪ To conduct a Feasibility study of Kopi Tourism centre ▪ To conduct SMMEs training ▪ To host a Business Indaba /LED summit

D.1.3.6 CROSS CUTTING

STRATEGIC OBJECTIVES	KPI NO.	2021/2022 STRATEGIES	MEASURABLE OBJECTIVES
To promote cultural and indigenous skills	145	*To ensure compliance with legislation*	▪ To establish Msinga Municipality's cemeteries as per COGTA circular.
	63 66	*To increase awareness and develop a culture of community participation in the Local government affairs*	▪ To conduct Public Awareness Campaigns ▪ To host World Aids celebration /commemorations
	80	*To promote sports development in physically disabled peoples*	▪ To host a Disability Sports Day by 30/6/2022

SECTION E: STRATEGIC MAPPING AND IMPLEMENTATION PLAN

E.1.0 MUNICIPAL STRATEGIC OVERVIEW

The Spatial Planning and Land Use Management Act, No. 16 of 2013 (SPLUMA) requires the Municipality to develop, adopt and implement a wall-to-wall scheme for its area of jurisdiction. The introduction of the SPLUMA chapter 5 (Section 24 (1)), requires all municipalities after public consultation to adopt and approve a single land use scheme for its entire area within 5 years from the commencement of SPLUMA (Which was brought into operation in July 2015). This implies that by June 2020, all municipalities are required to have adopted single land use schemes for their area of jurisdiction.

According to the Municipal Systems Act, a Spatial Development framework is a key component of the Integrated Development Plan (IDP). As such the Msinga single Scheme and Traditional Settlement Master Plan should be undertaken within the context of the IDP and the associated Spatial Development Framework (SDF), and with due cognizance of the development and transformation agenda that underpins these strategic documents. It must contribute towards sustainable development and improve governance (as it relates to land use management). As such alignment and integration with the other tools (land audit, valuation roll, etc.) should be maintained.

The Kwazulu-Natal Department of Cooperative Governance and Traditional Affairs transferred grant funding to the Msinga Local Municipality to develop a Single Land use Scheme for the municipality.

E.1.1 SPATIAL DEVELOPMENT OBJECTIVES

The following Spatial Objectives have been identified for Msinga Municipality:

- Demarcate areas where development should not be allowed.
- Establish the Urban/Settlement Edge and identify land for infill development.
- Ensure that Public Capital investment promote development of the Primary node and attract private investment to the area.
- Establish a hierarchy of nodes.
- Formalise emerging urban settlements.
- Develop rural service centres in municipal nodes (emerging urban settlements).
- Provision and upgrading of infrastructure to address backlogs.
- Develop a uniform Land Use Management System that is SPLUMA compliant.
- Support Land Reform Projects and Security of tenure
- Promote a variety of housing typologies and densities in and around identified nodes.

E.1.2 SPATIAL DEVELOPMENT CONCEPT

It is critical to identify environmentally sensitive areas in order to direct and manage intensive development away from such areas and to considers both formally registered conservation areas as well as additional potential/future conservation worthy areas.

Areas of environmental concern include the following:

- Wetlands and watercourses, Areas prone to soil erosion,
- steep slopes,
- archaeological sites and
- tourism assets.

E.1.3 DEVELOPMENT CORRIDORS

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.

In rural, provincial, and national contexts, corridors range in scale depending on function and categorisation of the transportation route that forms the basis of the corridor. Corridors carry the flows of people and trade into and around the nodes connected through the corridor. These flows of people and trade make a corridor function and should form an integral part of the corridor planning and development processes.

The key advantage of a corridor as a spatial structuring element, and tool for economic growth, is that is has the potential to link areas of higher thresholds (levels of support) and economic potential, with those that have insufficient thresholds. This allows areas that are poorly serviced to be linked to areas of opportunity and benefit with higher thresholds.

E.1.3.1 REGIONAL DEVELOPMENT CORRIDOR

The Primary Transport Corridor for Msinga is the provincial road 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. This corridor is the main transport and economic activity corridor in the municipality regarding agricultural and tourism opportunities as part of the Battlefield Routes and can link to the R68 in Nqutu. This corridor also connects the nodes of Tugela Ferry, Cwaka and Pomeroy in the municipality.

E.1.3.2 SECONDARY DEVELOPMENT CORRIDOR

The primary focus of these corridors is to link places of economic opportunity with places of residence. Development can be encouraged at appropriate locations along these corridors.

Secondary Corridors in the Municipal area are as follows:

- P280
    - This route links Tugela Ferry to Weenen and provides access through the central part of the municipal area. This corridor forms part of the PSEDS that 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.

Interventions envisaged along this route include the following:

- Movement Corridor: Constant Inter Governmental communication and coordination relating to the linkages to nodes external to Msinga in Adjacent Municipalities.
- 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.
- Ensure multimodal transport integration occur along these roads at key points, as distribution strategy between rural settlements and nodal areas.
- This route provides development opportunities that must be explored. Development should be encouraged along this primary route.
    - P365 – P194 – R33
    - This corridor provides access to the east central part of the municipality, linking the rural settlements with the node of Pomeroy for social and economic services.

Interventions envisaged in this area relate to:

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

This is an area where shortened processes as indicated in Section 21 (I)(ii) of SPLUMA must seriously be considered by the municipality.

- P363

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 localised Corridor Development Strategies which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- Ensure multimodal transport integration occurs along these roads at key points.

E.1.3.3 TERTIARY DEVELOPMENT CORRIDORS

Tertiary corridors link areas and lower order settlements within the municipality to the secondary and tertiary nodes. These are generally slower moving corridors in terms of social interaction and economic activities. The following routes in Msinga fulfil the role of Tertiary Corridors.

- P190 – P53
- D1273
- D1268
- P368-P373

E.1.3.4 LOWER ORDER CORRIDORS

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.

E.1.3.4.1 AGRICULTURAL CORRIDORS

The purpose of these corridors is to provide the agricultural sector with access to higher order roads and eventually to markets for the agricultural products. Public interventions envisaged in this area relate to:

- **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 thus, beneficiation of primary agricultural commodities.

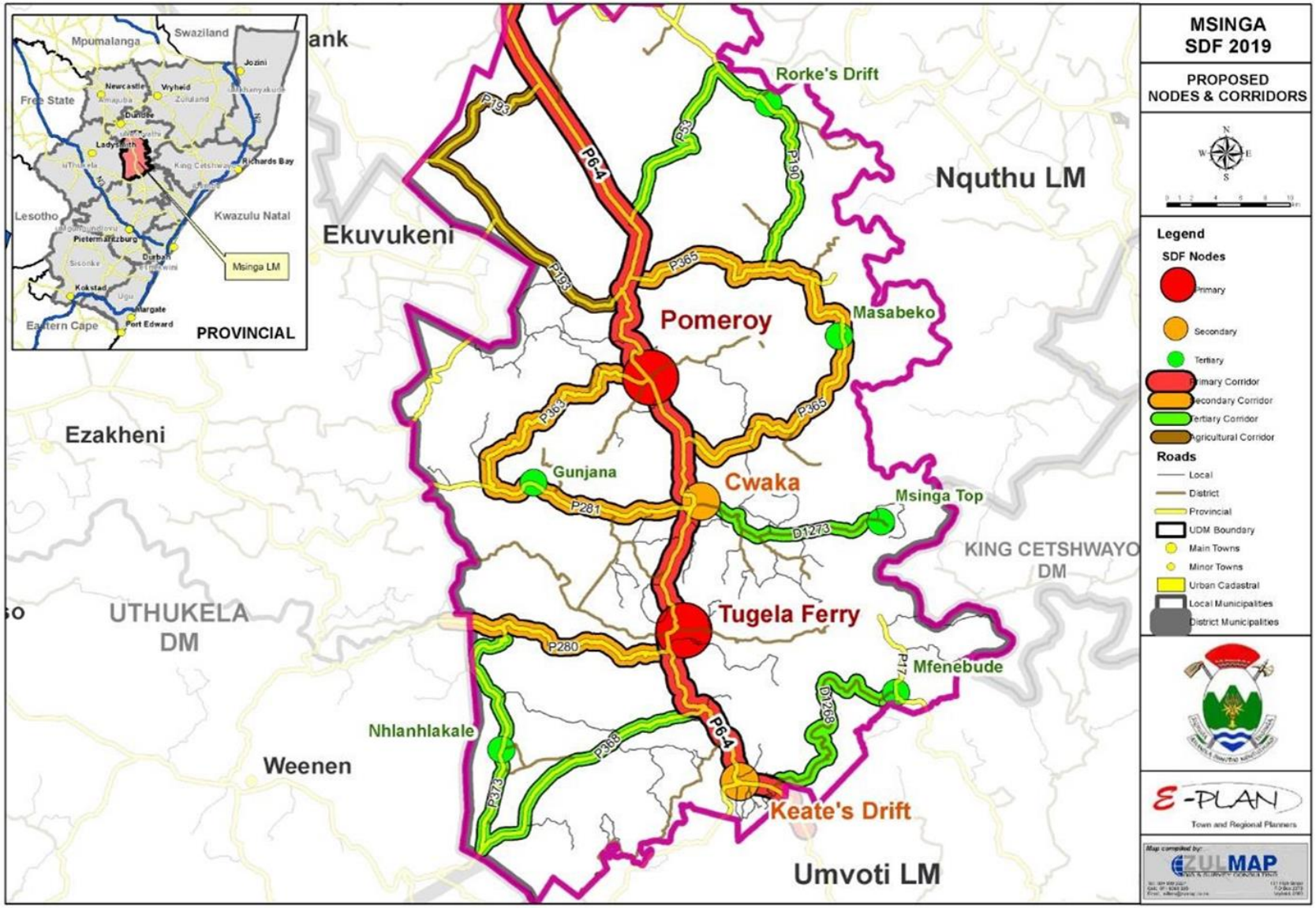
- **To involve communities in agro processing the following option can be considered:**

Establishing small-scale, appropriate, and sustainable processing/value adding businesses that are flexible require little capital investment and can be carried out in the home without the need for sophisticated or expensive equipment.

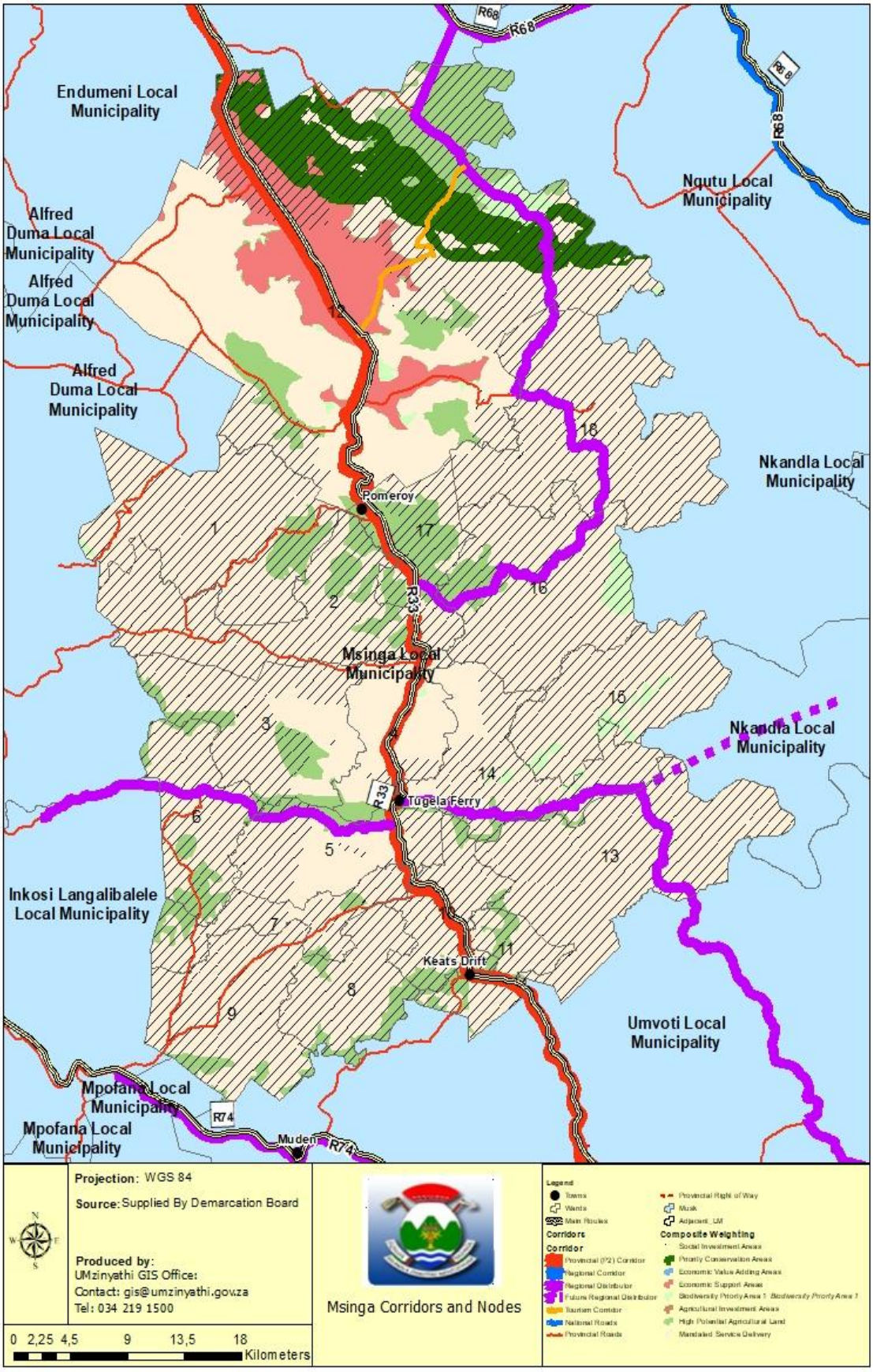
- **Expansion of trade opportunities – formal and informal**

The following routes in Msinga can be described as agricultural corridors:

A. P193 Providing access to markets and higher order roads from the commercial farming area in the northern part of the municipality.



MAP 18: MSINGA CORRIDORS



MAP 19: MSINGA NODES &CORRIDORS

E.1.4 BROAD LAND USES

Land use surveys were undertaken within areas falling outside the Existing Pomeroy Scheme, within all 6 Traditional Council areas specifically in the nodal areas identified in the Msinga SDF. These areas are namely: Msinga top, Tugela Ferry, Cwaka, Mazabeko, Rorke's Drift, Keate's Drift, and Mfenebude. In addition, a land use verification was also done within the existing scheme boundary area (Pomeroy).

It is noteworthy that the broad land use categories used to present the outcomes of the survey were aligned and made consistent with SPLUMA's and the Municipality's SPLUMA By-Laws land use terminology.

E.1.4.1 CURRENT LAND USE PATTERN

The current land use pattern within Msinga Local Municipality clearly indicates a predominance of Agricultural, grazing land and residential uses. Built up civic, mixed uses developments are found within the eight nodal areas mentioned above. They vary from Social, health, commercial, educational, and institutional facilities. Of the eight nodal areas, major land use categories can be found in the primary node (Tugela Fairy) and secondary node (Pomeroy Town).

E.1.4.2 PROPOSED LAND USE PATTERN

E.1.4.2.1 RESIDENTIAL USE

The scheme intends to classify residential use through rural and urban scheme zones. The Rural Scheme consists of Imizi (Zone) where residential uses will be allocated as per allocation made in the traditional authorities. It makes provision for the development of Tuckshops, kraals, and grain storage facilities. Furthermore, it emphasizes controls which promote residential developments outside the 100year flood line, 30-meter buffers from riparian vegetation and 50-meter buffer from the bank of any watercourse systems.

The Urban scheme accommodates a wider range of zones which allow for the development of residential uses. They range from single residential which has a minimum erf size of less than or equal to 1000 square meters, to high density residential which has a minimum erf size of 3600 square meters.

Residential developments which make provision for future developments were also incorporated, such as hotels, frail care facilities for the elderly and recreational facilities such as camping and fishing. It further incorporates a special zone which accommodates low-cost housing development proposed by the Inkululeko Development Project in Cwaka Town.

The scheme aims to mitigate sprawled development in the traditional areas, through delineating areas for residential development along major corridors, and closer to local amenities. It further aims to redirect residential development away from areas which could harm human and natural life, such as flood prone areas, steep slopes, and critical areas of biodiversity.

E.1.4.2.2 GRAZING LAND

The scheme defines grazing land as an area of land that is used for grazing purposes and consists of Amakhaphelo (winter grazing area, Amadlelo (summer grazing area) and Izinkambu (annual grazing area. To prevent overgrazing of land, especially on high potential agricultural land, which is located within Ward 12, the scheme proposes a zone which demarcates land for grazing, and further allows for the provision of limited grazing within Imizi and areas with low intensity and small agricultural practices outside of the proposed urban edges.

E.1.4.2.3 CONSERVATION AND TOURISM USE

Conservation and Tourism are crucial aspects of the scheme. Tourism is very limited within the municipality; however, the northern part of the municipality consists of heritage sites such as Helpmekaar Battle site, Fugitives Drift and Isandlwana battlefield which have tourism interest within the Municipality. The scheme proposes a Heritage Overlay Map, which will be an annexure to the scheme, for the purpose of protecting and managing the heritage sites. Lower-level tourism such as Arts and Crafts Workshop and Agri-tourism facility has been accommodated within traditional authority land and active open spaces.

Conservation is emphasized throughout the urban scheme through an Environmental Management Conservation Zone, to protect natural features. Land uses within this area does not allow for residential developments unless it is for a caretaker dwelling. The aim is to prohibit the development of residential units within conservation areas, and preserve the scene beauty, indigenous flora and fauna and the cleanliness of the water bodies which traverse the urban edges.

An Environmental Management Overlay is proposed by the scheme to expand the conservation of natural features in the traditional authority areas. Natural features have a crucial role in the social, economic, and cultural

development in rural communities. Apart from providing habitat, they also provide organic matter to fertilise and nurture soil, protect the soil from erosion, clean the air as well as medicinal uses. The overlay is informed by slope, soil type, vegetational cover, surrounding land uses, wetland, and habitat. Minimum buffers are proposed around natural vegetation and riparian vegetation, to reduce the number of residential developments on ecologically sensitive areas.

E.1.4.2.4 COMMERCIAL USE

The scheme makes provisions for commercial uses on both the rural and urban scheme areas. The urban scheme prioritises the formal sector while also making provisions for the informal sector. While the Rural scheme allows for the opportunity to have formal commercial uses within rural nodes.

The scheme aims to redress the current issues of over congestion along commercial corridors within Tugela Fairy and Pomeroy Town, through proposing commercial land uses in the rural scheme which can attract investment opportunities. The Rural Mixed-Use Zone allows for a wide range of land uses with a maximum height of two stories to diversify the risk for investors and increase densities to avoid sprawled development.

The Urban Scheme allows for a wider range of zones to regulate the development of uncomplimentary commercial uses. Low impact mixed use preserves land for commercial activity within residential areas, medium impact mixed use provides commercial activities for secondary nodes, while the core mixed use: general commercial 1 makes provision for development of land around the Central business district.

E.1.4.2.5 AGRICULTURAL USE

The Msinga Agricultural sector is largely dominated by subsistence agricultural practices, due to limited capacity of land and poor soil quality. Commercial agricultural practices occur within privately owned farms of ward 12, contributing to the greater agricultural sector of the district. The scheme proposes an agriculture 1 zone, which we promote minimal hard surface developments on these farms, to protect the current arable land within the municipality.

The agriculture 2 zone covers most of the land within traditional authority land. These areas consist mostly of Agriculture Category C to E, which have low agricultural potential, however the development of infrastructure has been encouraged on the lowest potential agricultural land available. The scheme aims to mitigate sprawled development and allow for opportunities to grow small agricultural farmers within the rural communities.

E.1.4.3 TRADITIONAL SETTLEMENT MASTER PLAN

The Msinga municipality along with COGTA Spatial Planning, initiated a process to develop a single land use scheme for the Msinga municipal jurisdiction as per section 24 of SPLUMA. As part of this project, the Traditional settlement master plan was developed as a rural policy & land use overlay to address land use management issues in tribal areas. Furthermore, the TSMP acts as a Spatial planning tool for T.A area and provides desired Spatial form for all six traditional councils in Msinga.

The Msinga Traditional Settlement Master Plan guides the settlement planning in traditional areas in particular. The new transformative approach calls for a schematised method to guide development in order to cater for the competing development pressures and the need to preserve cultural practices and the natural resources.

The intention of the Master Plan is to determine the local land allocation systems, means and official arrangements in respect of land allocation; whilst determining a realistic interface between the land allocation and the land use management system of the municipality. Consequently, the study promotes a collaborative planning system between the municipality and the Traditional Councils. The vision is to develop a set of goals, strategies, rules, and procedures that would assist all six of the Traditional Councils in Land allocations. It is fundamental for both systems of governance at local level to find common ground and collaborate in decisions of land use and development management.

The Spatial development concepts are generally developed around urban models that are then applied to rural areas. Notions such as corridors, nodes and zones often dominate the spatial methodology in planning for both urban and rural areas, however, these concepts are unfitting within the rural context, especially without area specific planning interventions. Consequently, in order to improve the community's capacity to generate their own income or means of living, the locally specific planning needs to be the spatial focus in areas. Furthermore, settlements need to be assessed by factors such as locality, social and economic access as well as access to other basic amenities to determine the long-term sustainability and viability. This report utilises a combination of both quantitative and qualitative research methods. The studies were conducted through a field survey by

means of capturing of proposed development sites, engagements with the traditional council and community members and analysis of statistical data acquired from stats SA.

The planning process verifies community goals and aspirations in terms of community development. The outcome of the comprehensive planning process is the Traditional Settlement Master Plan which dictates the aspirations of the Traditional councils in terms of uses, land use, recreation, and housing.

The document identifies challenges such as high levels of poverty, dispersed settlement pattern, lack of access to decent housing, poor public transportation system, lack of proper sanitation, for instance many households use unimproved pit toilets; lack of proper waste disposal as households dispose of their garbage within their yards (burning of waste), lack of access to a reliable water supply, especially with the prominent drought and there is limited access to further education and training facility for scholars. In some TCs there is clinic, in some cases, the nearest clinic is more than an hour's walk away from the settlement in some areas, and there is limited agricultural land with good potential.

Following the Public Consultation, the Master plan also looks at the strategies which aims to guide future development towards a better, more efficient, and more cost-effective settlement structure. This includes:

a) Encourage Mixed Land Uses: a number of economic and social uses are integrated together to form a rural investment node. This will attract private investment and municipal service delivery.
b) Improve Transportation Connectivity: Development corridors bring about the ideal land use structure for the cost-effective utilisation of public transport systems, within rural landscapes. Also, residential settlements infold the corridor road placing commuters within short walking distances to the available public transportation.
c) Preservation Of Agricultural Land: Agriculture may be the most crucial value chain in the TCs and so it is vital that such land is conserved and delineated to avoid encroachment of rural settlement on it.
d) Protection Of Environmentally Sensitive Areas: The environmental significant land such as, rivers, wetlands and regions with ecological species that might attract tourists and usually drives rural tourism. The preservation of such land is fundamental for both sustainable development and future tourism opportunity.

E.1.5 PUBLIC/CAPITAL INFRASTRUCTURE INVESTMENT

Msinga Municipality is largely Grant dependent due to the lack of a sustainable income base. This means that the municipality does not have internal generated funds to do allocate towards its primary mandate of service delivery.

Infrastructure development is not the sole responsibility of the Municipality, but it is an integrated partnership between the spheres of government and parastatals. The different Government Departments such as Education, Health, Human Settlements and Public Works and the parastatals such as ESKOM all have a responsibility towards infrastructure investment in the local government sphere.

Public Capital investment needs to strengthen the spatial development component of the local municipality and therefore need to take place in an orderly planned environment to ensure the maximum benefits and concomitant spin-off development for the municipality.

The key elements of capital infrastructure include:

- Movement Systems and Associated Infrastructure e.g., different order roads and public transport facilities.
- Public Institutions and Facilities e.g., schools, Thusong centre, pension pay-out points, informal markets.
- Services Infrastructure e.g., Water, Sanitation and Electricity (Bulk and reticulation)

In a resource deprived municipality such as Msinga the spatial structuring influence of capital investment need to be harnessed and managed to strengthen the investment landscape and social fabric of the municipality. Projects that are capital investment in nature should be filtered through a model that ensures alignment with the municipal spatial development framework. Public Capital Investment is a necessary mechanism to lever Private investment such as the existing mix of investment in Msinga.

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 to exploit the potential of those localities. In localities with low demonstrated economic potential, Government should, beyond the provision of essential services, concentrate primarily on human capital development by providing social transfers such as grants, education and

training and poverty relief programmes and reducing migration costs by providing labour market intelligence so as to give people better information, opportunities and capabilities to enable people to gravitate, if they chose to, to localities that are more likely to provide sustainable employment and economic opportunities. In addition, sound rural development planning, aggressive land & agrarian reform & expansion of agricultural extension services are crucial.

E.1.5.1AGRICULTURAL AREAS

The objective is to identify and to distinguish between cultivated land (commercial and subsistence) as well as high Potential Agricultural Land, which gives input into the identification of future expansion of agricultural activities.

Agriculture is the primary sector in the municipal area with relation to job creation and as the economic base of the area. This means that the municipality needs to support the sector and in collaboration with the department of Agricultural and Environmental Affairs create circumstances to protect the land and promote value adding to the products of the area.



MAP 20: MSINGA TOURISM SITES

E.1.6 LED IMPLEMENTATION PLAN

E.1.6.1 PURPOSE

The purpose of this LED Implementation Plan is to direct and align as many stakeholders as possible towards accelerated economic development, increased job creation and improved standards of living within Msinga Local Municipality.

The implementation plan specifies the project planning and management requirements, institutional and financial implications of the proposals, proposes how the actions should be sequenced and suggests a process for monitoring and evaluation to ensure that the chosen approach works in favour of all involved.

E.1.6.2 PROJECT PLANNING AND MANAGEMENT REQUIREMENTS

Given the fact that in our other counterparts, both LED and Tourism are managed as separate units by two different managers due to the wide scope of each component, the LED and Tourism Manager therefore has more work than can be done by a single person at any given time.

For appropriate project planning and management to take place and ensure that all LED and Tourism targets are met, support will have to be mobilized from institutions such as a Business Chamber, which still needs to be established and approved by Council, and other related economic structures. Further to this, other support services may need to be outsourced from suitably qualified consultants to ensure that the Municipality enjoys more structured partnerships with all three spheres of government as a means of achieving its service delivery targets.

The LED and Tourism Unit should further see to it that additional capacity for the regulation of informal trading activities and trading places is a priority. This could start small but should be up scaled once the **informal economy support strategy** has been designed and completed, and forms part of this Implementation Plan.

E.1.6.3 FINANCIAL RESOURCE REQUIREMENTS

Whilst the Municipality may not have the capacity to shoulder the financial responsibility of supporting every key LED and Tourism initiative identified within our area, what should remain a priority for the Municipality is to continuously create a conducive environment for LED to thrive; and establish sector partnerships to aid this process. Therefore, any immediate financial resource requirements in line with this Implementation Plan will be mostly related to the following activities, among others:

- Project Planning.
- Stakeholder Mapping and Mobilization.
- Research for benchmarking on best practices.
- Formulation of key guidelines and strategic documents to help the Municipality in keeping the checks and balances within the LED and Tourism space, including the Informal Economy Support Strategy.
- LED and Tourism Community Awareness Campaigns

E.1.6.4 MONITORING AND EVALUATION

Adherence to municipal procedures and the application of financial regulations are important, but the main focus of the monitoring and evaluation process is project performance and the tracking of results against the intended objectives. The second main focus is to use the resultsof the monitoring and evaluation process to fine tune or change the strategy.

The ideal monitoring and evaluation system will contain a brief (one-page) reporting format that is designed by the Municipal Manager to cover the most pertinent aspects of project progress and performance. Managers should complete this per program on a regular (quarterly) basis.

The Municipal Manager and his management team, in conjunction with portfolio committees, willinterpret this information and take corrective action where necessary, with feedback being given to parent Department, i.e., Development Planning. If feedback is not given, operational staff might lose their motivation to collect the information that is required to complete the monitoring reports referred to above. Corrective action could either be done within the context of the original programme design if that was sufficiently robust, or it could require changes to the design where it is found wanting. Thirdly, internal policies, procedures or practices might need to be reviewed, as and when necessary, to enhance development project performance.

The evaluation of monitoring reports should be supplemented with project visits by Portfolio Committee members and Ward Councilors to make their own observations about project performance. In the final instance, the monitoring and evaluation process is also a major source of new project identification.

New project opportunities and strategies are likely to originate from this process. The Manager LED and Tourism to create a format for LED project monitoring reports and present it to the HOD: Development Planning and Municipal Manager as a basis for the institutionalization of a monitoring and evaluation process throughout the municipality. The monitoring format should include essential indicators such as the achievement of scheduled target dates, actual expenditure versus budget and the value of economic benefits.

E.1.6.5 INSTITUTIONAL IMPLICATIONS

Successful implementation of this proposed Plan will require overall cooperation, both at the political and at the operating or administrative level. A thorough grasp of developmental local government concepts among all concerned members of portfolio committees will, in the main, enhance the understanding of how all local government activities generally impact on Local Economic Development. This will be a motivation to negotiate with political counterparts at the district level and in provincial and national departments when bottlenecks occur that staff members are unable to resolve.

At the operating level, an understanding of developmental local government concepts is just as important for the Development Planning Directorate as a whole. Further to this, enhanced levels of cooperation between the LED and Tourism Unit as well as other affected internal stakeholders such as Community Services and Technical Services Directorates will be critical in ensuring the success of this plan.

Visible leadership, both from the Mayor and the Municipal Manager, is essential for LED, especially at a project handover and oversight level. Therefore, from time to time, the leadership will need to be kept abreast on the developments of implementing this plan, and its alignment to overall institutional priorities both at administrative and political.

NO.	ACTIVITY	TIMEFRAME	LEAD RESPONSIBILITY	OVERSIGHT
1.	**Research and Planning**	Ongoing	LED & Tourism	Directorate: Development Planning Portfolio Committee: Development Planning
2.	**Formulation of Implementation Schedules according to various local business sectors.**	2 weeks		
3.	**Stakeholder Engagement**	2 – 3 weeks		
4.	**Formulation of Key Guidelines and Strategic Documents**	2 weeks		
5.	**Capacity Building Workshop for the Portfolio Committee**	1 week		
6.	**Community Awareness Campaigns**	4 weeks		
7.	**Monitoring and Evaluation**	Ongoing		

SECTION F: FINANCIAL PLAN

F.1.0 SECTOR INVOLVEMENT

F.1.1 DEPARTMENT OF ENVIRONMENT, FISHERIE AND FORESTERY

Thuma mina good green deeds (Implementation phase).

- Total Project budget is **R9 049 773,76** with **about R5 475 113** allocated to wages of participants. The implementer of the project is Izinkalo Sustainable solution & Consulting (PTY) LTD.
- The project start date is the **01st of January 2020** and end date is the **28th of February 2022**. All LMs are still stable in terms of participants' number which give a total of 88.

F.1.2 DEPARTMENT OF HUMAN SETTLEMENT

F.1.2.1 MKHUPHULA RURAL HOUSING PROJECT

- Project Yield: 1 000 units
- Project Value (Planning Stage): R3 086 740.00
- Project Expenditure: R2 287 090.00
- Total Balance Remaining: R799 650.00 (2021/22)
- Financial Year Budget: R532 000.00 (2021/22)

F.1.2.2 NTENESHANE RURAL HOUSING PROJECT

- Project Yield: 1 000 units
- Project Value (Planning Stage): R3 086 740.00
- Project Expenditure: R1 064 095.00
- Total Balance Remaining: R2 022 645.00 (2021/22)
- Financial Year Budget: R1 500 000.00 (2021/22)

F.1.2.3 NHLALAKAHLE PHASE 2 RURAL HOUSING PROJECT

- Project Yield: 1 000 units
- Project Value (Planning Stage): R3 086 740.00
- Project Expenditure: R 2 619 512.50
- Total Balance Remaining: R467 227.50 (2021/22)
- Financial Year Budget: R467 227.50 (2021/22)

F.1.2.4 DOUGLAS RURAL HOUSING PROJECT

- Project Yield: 1 000 units
- Project Value (Planning Stage): R3 086 740.00
- Project Expenditure: R 1 563 203.50
- Total Balance Remaining: R1 523 536.50
- Financial Year Budget: R550 000.00 (2021/22)

F.1.2.5 POMEROY IRDP/SERVICED SITES PROJECT

- Project Yield: 577 units
- Project Value (Planning Stage): R2 023 094.71
- Project Expenditure: R0
- Financial Year Budget: R1 000 000.00 (2021/22)

F.1.2.6 INKULULEKO DEVELOPMENT PROJECT NO.2 (CWAKA)

- Project Yield: 251 units
- Project Value (Planning Stage): R880 063.73
- Project Expenditure: R0
- Financial Year Budget: R586 000.00 (2021/22)

F.1.2.7 EZIBOMVINI HOUSING PROJECT

- No. of Sites: 500
- No. of Beneficiaries: 500
- Project Value: R 51 175 427.34
- Project Expenditure: R 37 588 486.52
- Project is not budgeted for in 2020/21 but a virement will be done to complete the project.
- The top structure construction commenced in year 2015.
- The status stand at 420 Foundations, 417 Wall plates and 405 Completions.
- The project is stalled due to the poor performance of an IA.
- The department will appoint the new IA from departmental built environment database to complete the project.

F.1.2.8 MSINGA TOP RURAL HOUSING PROJECT

- No. of Beneficiaries: 300
- Project Value: R43 922 672,00
- Project Expenditure: R34 374 891,54
- Financial Year Budget: R 8 128 000,00 (2021/2022
- The top structure construction commenced in September 2019.
- The status stand at 277 Foundations, 263 Wall plates and 214 Completions to date.

- The project is still active and have no challenges.
- The application for the second phase of 300 units has been received.

F.1.2.9 MZINYATHI OPERATION SUKUMA SAKHE: MSINGA LOCAL MUNICIPALITY

- Project Name : OSS for 215 beneficiaries at Msinga Municipality
- Project Type : Emergency Program
- Project No. : K14020017/20
- Implementing Agent : Brocon Miands JV
- No. of beneficiaries : 215
- Project Value : R 23 853 606.00
- Project Expenditure : R 11 527 442,25
- No. of Units Completed : 102
- Financial Year Budget : R 3 810 000,00 (2021/2022)

APPROVED BENEFICIARIES TO DATE:

WARDS	1	2	3	4	5	6	7	8	9	10	14	16	17	18	19	TOTAL
UNITS	2	29	1	21	2	5	2	5	2	11	39	19	4	5	9	**162**

F.1.3 DEPARTMENT OF TRANSPORT

PROJECT & LOCATION	WARD NO	ACTIVITY	OUTPUTS	ESTIMATED PROJECT BUDGET	STATUS
P6-3 (Kwa Kopi)	7 & 10	Capacity Improvement	0km out of 3.3 km	R128.2 million	The Contract ZNT 3761/15T is awarded to X-Moor Transport Pty Ltd at a contract Value of R127, 208, 139.16. Construction commenced in February 2020 and is anticipated to be completed in January 2021. Expenditure to date is R 57 116 372.75 with 189 job opportunities being created out of the planned 203 opportunities.
Tugela River Bridge No.3595	4 & 5	New Bridge Construction	1 Bridge	R145 million	The Construction of the bridge foundations, piers, abutment, and deck is 100% complete. The Layer works, Surfacing and Line Marking on road approaches and Deck are also complete. The Installation of Bridge Joints are complete. Currently finalizing the environmental requirements to finally complete the project. Expenditure to date is R 142 423 123.67 with 87 job opportunities being created.
P17 between Greytown and Ngubevu	5, 9,12 (Umvoti) / 13 & 14 (Msinga)	Upgrade from Gravel to Blacktop	19.1km out of 57.25 km 2 Bridges	R916.5 million	The Department is in the process of appointing a professional service provider to administer the next phase and the construction on this section is estimated to commence in 2021-2022 financial year. The construction duration will be 18 months. Thereafter, construction will continue in 10km sections until the entire length of P17 is upgraded to blacktop standards. Expenditure to date is R290,694,123.72 with 493 job opportunities being created out of the planned 1321 opportunities.
P368 between Mpofana and Bellevue	7, 9 & 10	Upgrade from Gravel to Blacktop	19.38 km out of 23.5 km	R364.92 million	Phase 4: ZNT 4005/16T Km 19.38 to Km 23.5 will follow the Open Tender process with an estimated contract Value of R 75 million which is budgeted for construction with an anticipated commencement date being April 2021 and is anticipated to be completed in May 2022. Expenditure to date is R 194 929 731.69 with 241 job opportunities being created out of the planned 281 opportunities.
P280 between Jolwayo and Tugela Ferry (km 33 to 49.5)	5 & 6	Upgrade from Gravel to Blacktop ruction	4.5 km out of 16.5 km 2 Bridges	R 250 million	Due to the reduction in budget allocations, the project is currently on hold. Expenditure to date is R 102,839,842.58 with 207 job opportunities being created.
P752 from Qudeni to Msinga	5 & 6	Upgrade from Gravel to Blacktop ruction	2.7 km out of 12.13 km 1 Bridge of 2 6 Major Culverts	R275,69 million	Bridge No 2: ZNT 3309/113T BUFFALO (uMzinyathi)RIVER BRIDGE 3378) at km 22.4 is to commence within the 2021-2022 financial year. The Buffalo river bridge draft tender ZNT3309/13T document has been submitted for approval. Expenditure to date is R 195,362,154.20 with 145 job opportunities being created of the planned 194 opportunities
A further R 783.8 million has been spent to date on current projects in the Local Municipality with an additional 1362 job opportunities being created bringing the totals to R1.07billion &1868 job opportunities, respectively. Estimated Projected Expenditure on the active projects is R 1.02 billion.					

PROJECT	ACTIVITY	TOTAL KM	WORK OPPORTUNITIES	LOCATION & WARD NO	BUDGET 2020-21	TOTAL COST ESTIMATE	PROJECT DURATION	STATUS
P6-3	Rehabilitation of main road P6-3 KM 41+400 to KM 46+800	5,7	Target – 75 Actual -	Umvoti Tugela Ferry Ward - 10	R 208 061 554,02 million	R 208 061 554,02 million	18 months	In planning
P6-3	Rehabilitation of main road P6-3 KM 41+400 to KM 46+800	5,7	Target – 75 Actual -	Umvoti Tugela Ferry Ward - 10	R 208 061 554,02 million	R 208 061 554,02 million	18 months	In planning
P6-3	Light Rehab (KM 1+50 to KM 9+00)	7,5	Target – 70 Actual -	Umvoti Greytown, Purbrook, de-rust, uMvoti highlands Ward – 14&19	R 63 249 000 million	R 63 249 000 million	6 months	In planning
P6-3	Light Rehab (KM 31+00 to KM 38+00)	7,0	Target – 47 Actual -	Umvoti Tugela Ferry Ward - 10	R 34 296 065 million	R 50 039 000 million	6 months	In construction Just awarded

F.1.4 DEPARTMENT OF AGRICULTURE

PROJECT NAME/ TYPE	TARGETED	AREAS TO BE COVERED
Mechanization by service providers	600ha	Inkosi Majozi, Ngubane and partly Mabaso (all wards depending on submission of beneficiary list and request letters to Agricultural advisors before the end of this financial year. We have also received request at Inkosi Mchunu
Own mechanization (Tugela Ferry, Mooi River irrigation and Mkhuphula FPSU	600	Ward 3, 4, 5, 6, 8, 10, 11, 13 and 14
One home one garden	180	All ward (10 projects per ward)
Boreholes	2	11, 12,
Dip-tanks	2	1

PROJECT NAME	WARD	TYPE OF INTERVENTION	HA PLANNED/ COMMODITY
1. Mathongwana	17	• Provide mechanization services. • Provide production inputs (fertilizer, LAN dry bean seeds, maize seeds, and chemicals.	300HA maize& 300HA dry Beans
2. Gwamanda	17		
3. Lot 4	17		
4. Makhankane	17		
5. Mbindolo	17		
6. Mthaleni	18		
7. Malongwana	14		
8. Bathenjini	14		
9. Othini	16		
10. Gqohi	16		
11. Ntili	16		
12. Gxushaneni	15		
13. Khwanini	15		
14. Mamcijo	12		
15. Nhlanhleni	12		
16. Vermark	12		
17. Ntokozweni	2		
18. Nkamba	2		
19. Buyafuthi	12		
20. Gqolweni	1		
21. Ngcnongwane Bottom	12		
22. Uithoek	12		

PROJECT NAME	WARD
1. Nkonyane Piigery	8
2. Sigabangolwazi Layers	8
3. Ntandoyenkosi Layers	12
4. Dungamanzi rehabilitation Dam	10
5. Siphiwayinkosi grazing camp.	14
6. Community gardens fence	

F.1.5 DEPARTMENT OF RURAL DEVELOPMENT

PROPOSED MSINGA PROJECTS 2021/22						
NO	**PROJECT LIST / PROJECT NAME**	**PROGRAMME SUPPORTED**	**COMMODITY DESCRIPTIONS**	**ESTIMATED VALUE TO BE SPENT 21/22**	**PROJECT STATUS**	**PROJECT APPROVAL STAGE**
1	**TUGELA FERRY FPSU**					
	Support to the irrigation scheme as part of the Agripark program	F P S U made functional	Provision of a diesel for the FPSU	R3 671 000	Implementation	Approved
			Construction of additional infrastructure: training, ablution etc.		Implementation	Approved
			Provision of implements		Implementation	Approved
			Provision of branding for the FPSU		Implementation	Approved
			Tugela Ferry FPSU Operational costs		Implementation	Approved
	Mankomfane is a primary cooperative within the Tugela Ferry FPSU, it produces vegetables such as potatoes, onions, tomatoes, carrots, butternut, green peppers, cabbage, beetroot, English cucumbers, lettuce, sweet potato, and beans will be grown including maize.	New Agric Enterprise	Construction of new sprinkler irrigation system, including sheds and remedial works.	R11 080 000	Implementation	Approved
			Provision of production inputs		Planning	Not Approved
2.	**MKHUPHULA IRRIGATION**					
	Enterprise support to Mkhuphula Primary co-op. Producing mostly vegetables and maize. The project falls within the most depressed wards as per the PIMD. & in line with Agripark Master plan & Rural Development plan.	Existing Agric enterprise	Provision of Production Inputs	R3 650 000	Planning	Not Approved
			Construction of irrigation including sheds.		95 % Complete	Approved
3	**POMEROY PHASE 2**					
	Infrastructure and enterprise support to Maize and Dry bean farmers	Existing Agric Enterprise	Construction of additional Storage shed	R500 000	Planning	Not yet approved
4	**SANDLASENKOSI**					

	Sandlasenkosi Primary Cooperative is an emerging small business that comprises of former NARYSEC participants and Co-op graduates that will supply toilet rolls to the local municipality, government departments and further enter the private sector.	New Non Agric enterprise	Provision of toilet paper making material, machinery and equipment.	R800 000	Planning	Not approved

F.1.6 ASSUPOL COMMUNITY TRUST (ACT)

Phase 2 of the Assupol Community Trust entails 19 ECD centres that will be implemented.

- 12 being new structures.
- 7 being renovations.

NAME OF THE ECD	WARD	WORK DESCRIPTION
Philakahle Crèche	12	New
Philanathi Crèche	17	Renovations
Thandwawubani Crèche	1	Renovations
Mayingwe Crèche	2	Renovations
Qiniso Crèche	18	New
Landelani Crèche	17	Renovations
Phaphamani Crèche	3	New
Lulama Crèche	3	New
Sbonokuhle Crèche	15	Renovations
Siyazama Crèche	5	New
Inthuthuko Crèche	12	Renovations
Landulwazi Crèche	12	New
Enkanyisweni Crèche	9	New
Mawozini Crèche	11	New
Siyazama Crèche	10	New

Lindokuhle Crèche	8	New
Nobadina Crèche	8	Renovations
Siyathuthuka Crèche	16	New
Isithelo Esihle Creche	13	New

F.1.7 DEPARTMENT OF EDUCATION PROJECTS 2021/2022

TABLE 51: COMPLETED PROJECTS

ITEM	SCHOOL NAME	WARD	CIRCUIT	PROJECT STATUS
1	Celimfundo Primary School	2	Pomeroy	Complete
2	Cabangokuhle Secondary School	5	Keats Drift	Complete
3	Batshazwayo High School	3	Pomeroy	Complete
4	Khulani Primary School	8	Keats Drift	Complete
5	Mfenebude Primary School	13	Bhambatha	Complete
6	Mhlakothi High School	5	Keats Drift	Complete
7	Msitha Primary School	2	Pomeroy	Complete
8	Mzomusha Combined School	5	Keats Drift	Complete

TABLE 52: UPGRADES AND ADDITION PROGRAMME

ITEM	SCHOOL NAME	WARD	CIRCUIT	PROJECT VALUE	EXPENDITURE	PROJECT STATUS
1	Mahlokohloko Secondary School	14	Tugela Ferry			75% complete
2	Fundokuhle High School	10	Keats Drift	R 56 536 344.68	R18 775 801.03	61% Complete

TABLE 53: NEW SCHOOL PROGRAMME

ITEM	SCHOOL NAME	WARD	CIRCUIT	PROJECT VALUE	EXPENDITURE	PROJECT STATUS
1	Snothando Secondary school	8	Keats Drift			

TABLE 54: UNDER WATER AND SANITATION

ITEM	SCHOOL NAME	WARD	CIRCUIT	PROJECT VALUE	EXPENDITURE	PROJECT STATUS
1	Collessie P School	16	Ngubevu	R1620 384.45	R779 073.40	95%
2	Msawenkosi P School	15	Tugela Ferry	R1950 969.06	R1064 282.55	90%
3	Jangeni P S	11	Bhambatha	R2278 709.14	R425 217.07	65%
4	Impophoma P S	14	Tugela Ferry			
5	Mumbe P	15	Pomeroy	R2191 218.93	R790 975.06	75%

6	Ngubevu PS	1	Tugela Ferry	R2434 403.52	R1374 776.34	95%
7	Overtoun PS	15	Tugela Ferry	R1177 112.53	R864 131.61	97%
8	Qiniso PS	18	Tugela Ferry	R2044 892.30	208 568.62	95%
9	Mhlangezulu SS	8	Keates Drift	R2 705 892.00	R2 705 892.00	100%
10	Fabeni P S	10	Bhambatha	R2918077050	R2918 077.50	100%
11	Qinelane	18	Ngubevu	R3861 840.45		
12	Sakhisizwe SS	16	Ngubevu			
13	Bunyebethu	16	Ngubevu	R2020 709.54		
14	Cabangokuhle	5	Keates Drift	R3503 294.49		0-25%
15	Dilizela HS	12	Endumeni S	R1709 183.31		
16	Mertoun	10	Bhambatha	R2694 107.69	R0.00	
17	Mqamu	12	Pomeroy	R1866 107.63		
18	Pomeroy PS	17	Ngubevu	R7309 357.91		80%
19	Bhambatha S	11	Bhambatha	R3036 099.99		0-25%
20	Fisokuhle PS	13	Bhambatha	R1753 191.82		
21	Kukhanyakwezwe	11	Bhambatha	R2059 371.63		
22	Mbomvu CS	11	Bhambatha	R1413 445.78	R0.00	0-25%

TABLE 55: CAPITAL PROJECTS

ITEM	SCHOOL NAME	WARD	CIRCUIT	PROJECT VALUE	EXPENDITURE	PROJECT STATUS
23	Batshazwayo	3	Pomeroy	R2517 296.37	R2517 296.37	100%
24	Swebane	3	Pomeroy	R2718 354.48	R2718 354.48	100%
25	Phathizwe	8	Endumeni S	R2778 417.94	R2778 417.94	100%
26	Umbonje	11	Bhambatha	R3 106 70.00	R3 106 70.00	100%

F.1.8 ESKOM INFRASTRUCTURE PLAN

TABLE 56: INFRASTRUCTURE PLAN AND PROGRESS

#	PROJECT NAME	STATUS	PLANNED COMPLETION DATE
7	Ezakheni-Pomeroy 132 kV line	Conceptual Stage	Not funded

F.1.9 DEPARTMENT OF ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS

TABLE 57: INFRASTRUCTURE PLAN AND PROGRESS

PROJECT	DESCRIPTION	LOCATION	STATUS	BUDGET
Operation Vula Fund CFP Tiers: T1-3	Entrepreneurial Support	All Municipalities in KZN	T1: Finalising award pending T2&3: Finalising awards	As per pending allocations
Operation Vula Commodities (Ongoing project – Roll Over)	RASET, Bakeries, Toilet paper, Detergents, Clothing, and textile	All Municipalities in KZN	• Identified facilities for implementation. • Implementation plans • Access to Markets	As per pending allocation
Online Business Registration Programme	Registration of Businesses Business licencing Informal Traders Permits	All Municipalities in KZN	implementation7	Personnel
Tourism Graduate Development Programme (Ongoing project – roll over)	Provides integrated learning for unemployed tourism students to promote job creation in sector	All Municipalities in KZN	Graduates placed in various municipalities	Monthly stipends
Cooperative Funding Support	Funding to Cooperatives through Ithala	All Municipalities in KZN	Implementation	
Umzinyathi Operation Vula projects	Nine projects applied. One has been approved and two are still on the process of approval	5 are from Umvoti. 2 Nquthu 1 Msinga		A total budget approved towards developing and small production premises for cleaning

	1 Endumeni	chemicals and other identified is R1 586 000

F.1.10 UMZINYATHI DISTRICT MUNICIPALITY

TABLE 58: CAPITAL BUDGET MUNICIPAL INFRASTRUCTURE GRANT PROGRAMMES

PROJECT NAME	UDGUSTED BUDGET 2017/2018	ADJUSTED BUDGET 2018/2019	ADJUSTED BUDGET 2019/2020	ADJUSTED BUDGET 2020/2021	PROPOSED BUDGET 2021/2022
PMU Operational Costs	9 809 050	9 224 250	9 424 400	9 358 250	10 212 000
Umzinyathi Disaster Centre	4 581 381	4 581 381	4 581 381	4 581 381	4 234 466
Hlazakazi Water Scheme Phase 1 - Isandlwana	2 000 000	-	2 000 000	2 000 000	7 000 000
Mbono Water	23 000 000	2 015 858	10 187 000	2 000 000	5 000 000
Douglas Water	25 000 000	35 719 665	28 000 000	22 500 000	15 000 000
Msinga- Sampofu Bulk Water Supply Scheme	31 790 569	20 795 522	30 000 000	26 799 269	10 000 000
Muden - (Muden Regional) Phase 2	35 000 000	56 987 252	30 000 000	15 000 000	10 000 000
Mthembu West - Extension	16 000 000	3 913 604	19 295 219	15 764 331	8 000 000
Ntinini Water Project Geohydrological Survey	28 000 000	35 966 488	39 000 000	32 000 000	25 000 000
Upgrade of Water Supply Infrastructure for Mthembu West Area	-	-	-	15 000 000	30 000 000
Ruigtefontein & Kunene Farm Water	-	-	-	4 000 000	10 000 000
KwaParafin/Ngcengeni Water Supply Scheme	-	-	-	4 000 000	6 000 000

Ophathe - Water Supply Phase 3	-	10 837 899	10 000 000	10 161 768	6 000 000
Upgrade of Nquthu -Thelezini Water Supply Scheme	-	-	-	10 000 000	10 000 000
Nquthu Regional Water Supply Scheme	-	-	-	4 000 000	15 000 000
Nquthu Ward 5 (Ntababovu, Vuyizwa, Mayicentele) Water Supply	-	-	-	4 000 000	5 000 000
Nqulu Ward 1 Surrounding Water Supply Scheme	-	-	-	-	6 000 000
Helpmekaar Water Supply Scheme	-	-	-	-	2 000 000
Eradication of Sanitation Backlogs in UMvoti LM	10 000 000	13 248 713	6 000 000	2 000 000	3 793 534
Eradication of Sanitation Backlogs in Nquthu LM	10 000 000	500 000	-	2 000 000	8 000 000
Eradication of Sanitation Backlogs in Msinga LM	1 000 000	1 000 000	-	2 000 000	8 000 000

F.1.11 DEPARTMENT OF PUBLIC WORKS

TABLE 59: CAPITAL BUDGET MUNICIPAL INFRASTRUCTURE GRANT PROGRAMMES

PROJECT NAME	PROJECT DESCRIPTION	ALLOCATED BUDGET
Church of Scotland Hospital	Renovate Existing Space for Mental Health and Upgrade to Ablution Facilities	R 12 000 000
Collessie Clinic (Cluster 2)	Replacing of Existing Sewer System	R3 294 670
Cwaka Clinic	Upgrade and Additions to Existing Clinic	R 54 000 000
Douglas Clinic (Cluster 2)	Replacing of Existing Sewer System	R3 551 762
Mandleni Clinic (Cluster 3)	Replacing of Existing Sewer System	R3 440 080

Mazabeko Clinic (Cluster 2)	Replacing of Existing Sewer System	R3 247 666
Nondweni Clinic (Cluster 1)	Replacing of Existing Sewer System	R5 048 761
Rorkes Drift Clinic (Cluster 1)	Upgrade Sewer Treatment Plant	R3 476 825
Charles Johnson Memorial Hospital	Charles Johnson Memorial Hospital: Replace asbestos roof covering to wards	R0
Charles Johnson Memorial Hospital	Storm Damage Recovery Project	R2 652 740

TABLE 60: WATER SERVICES INFRASTRUCTURE GRANT

PROJECT NAME	UDGUSTED BUDGET 2017/2018	ADJUSTED BUDGET 2018/2019	ADJUSTED BUDGET 2019/2020	ADJUSTED BUDGET 2020/2021	PROPOSED BUDGET 2021/2022
KwaKopi Water Supply Scheme Phase 2&3	-	5 000 000	23 208 072	15 000 000	10 000 000
Makhabeleni Water Supply Scheme	12 000 000,00	7 800 000	20 160 800	375 000	15 000 000
Biggarsberg Water Supply Scheme	-	-	-	8 720 187	8 720 187
Eradication of Endumeni Sanitation Backlog	-	6 000 000	-	-	9 279 813
Ejama Water Supply Scheme	15 000 000,00	-	-	-	-
KwaSithole Water Supply Scheme	21 000 000,00	-	-	-	-
Uthame Water Supply Scheme	30 000 000,00	-	-	-	2 000 000
Upgrade of the Wasbank Town Water and Sanitation	-	-	-	-	5 000 000
Tayside Abstruction Works	-	-	-	19 000 000	20 000 000

Lilani Water Supply Scheme	-	-	25 005 128	10 000 000	5 000 000
Nkobongweni Water Supply Scheme	-	-	-	5 000 000	21 000 000
Sinyambothi Water Supply Scheme	-	-	-	5 000 000	5 000 000
Gunjana Water Supply Scheme Phase 2	-	-	-	15 279 813	20 000 000
Mvoti Water Supply Scheme	-	-	-	-	500 000
Nseleni Water Supply Scheme	-	-	-	-	500 000
TOTAL WSIG	**78 000 000,00**	**55 000 000**	**68 374 000**	**78 375 000**	**75 000 000**

F.2.0 MUNICIPAL IMPLEMENTATION PLAN

This section of the IDP deals with projects and focuses primarily on the projects planned for implementation during the 2021-2022 financial year. Below are the capital projects lists planned for the five years.

F.2.2 MSINGA MUNICIPALITY DEPARTMENTS

F.2.2.1 TECHNICAL DEPARTMENT

TABLE 61: ROADS AND SPORT FIELD PROJECTS

NO.	ROADS AND SPORT FIELDS UNITS	PRIORITY	PROJECT	WARD	AREA	BUDGET	FINANCIAL YEAR
1.	NEW ROADS AND SPORT FIELDS - MIG FUNDED	1	Mfulamuni Access Road	18	Mfulamuni	R4 000 000.00	2021-2022
		2	Phowane Access Road	12	Nyonyane	R2 104 536.98	
		3	Gobamagagu Sport Field	9	Ngcoya	R4 300 000.00	
		4	Msizini Sport Field	14	Othame	R500 000.00	
		5	Sethembe Sport Field	8	Ekuvukeni	R800 000.00	
		6	Mzisho Sportfield #2	5	Mzisho	R83 841.92	
		7	Mbabane Sportfield	5	Mbabane	R8 48949.10	
		8	Gxushaneni Sportfield	16	Gxushaneni	R4 389 31.00	
		9	Msinga High Mast Lights	ALL	ALL	R1 400 000.00	
			Siyazenzela Road Maintenance	All	All wards	R9 000 000.00	
		7	Plant Hire			R2 500 000.00	
		8	General Maintenance			R4 000 000.00	
		9	Plant and Equipment Maintenance			R3 500 000.00	
		10	EPWP Awareness event			R200 000.00	
		11	Gonondo Access Road	16	Mngeni	R2108416.00	
2.		1	Xholobane Access Road	5		R4 500 000,00	2021-22

	MULTI-YEAR PROJECTS FROM 2020-21		Ngongolo Access Road	6		R4 500 000,00	
			Mvundlweni Sport Field	10		R5 500 000,00	
			Ezibomvini Access Road	13		R3 200 000,00	
			Thibeni Access Road	15		R2 090 000,00	
			Mhlaba Access Road	17		R2 700 000,00	
			Magobela Access Road	2		R161 278,65	
			Nsongeni Access Road	1	Malomini	R176 046,00	
3.	**ROADS AND SPORT FIELDS -**	1	Edebedebeni Sport Field	1	Edebedebeni	**TBC**	**2022-2023**
		2	Mpende Access Road	11	Kwa-Latha		
		3	Mthunqwane-Phuphuma Road	2	Madudula		
		4	Mabaso Sport Field	4	Kwa-Mabaso		
		5	Esithubini Access Road	3	Ngcengeni		
		6	Bethulo Access Road	7	Bethulo		
4.	**ROADS AND SPORT FIELDS -**	1	Mude access road	10	Gudwini	**TBC**	**2023-2024**
		2	Simo Myeza access road	17	Gordon		
		3	Thulini Access Road	13	Nhlonga		
		4	Eskhaleni (Mashunka) Access Road	6	Mashunka		
		5	Cannan Access Road	14	Gxobonyawo		
		6	Mbubu Access Road	5	Mbubu		
5.	**ROADS AND SPORT FIELDS -**	1	Gxushaneni # 2 Sport Field	16	Gxushaneni	**TBC**	**2024-2025**
		2	Sibindi Access Road	12	Sibindi		
		3	Nsukangihlale Sport Field	8	Emadulaneni		
		4	Ngubevu-Swelazonke Road	15	Ngubevu		

		5	Nkunzini Access Road	18	Nkunzi		
		6	Etholeni Access Road	9	Etholeni		
6.	**ROADS AND SPORT FIELDS - MIG FUNDED**	1	Sithombe Access Road	11	Othulini	**TBC**	**2025-2026**
		2	Msinga High Sport field	4	Msinga High		
		3	MPS Mshibe Access Road	2	Bhaza		
		4	JV Langa Access Road	3	Macanco		
		5	Mnkangala Access Road	10	Mnkangala		
		6	Mbubeni Access Road	1	Mbubeni		
7.	**ROADS AND SPORT FIELDS - MIG FUNDED**	1	Mhlangana Access Road	6	Mhlangane	**TBC**	**2026-2027**
		2	Nyoniyezwe Sport Field	13	Nyoniyezwe		
		3	Mtateni Access Road	5	Mtatateni		
		4	Mbangweni Sport Field	7	Mbangweni		
		5	Nomaqhulu / Nocomboshe	15	Nocomboshe		
		6	Mshongo Access Road	17	Lot 4		

TABLE 62: ELECTRIFICATION PROJECTS

NO.	ELECTRIFICATION UNIT	PRIORITY	PROJECT	WARD	AREA	BUDGET	FINANCIAL YEAR
1.	**ELECTRIFICATION PROJECTS - INEP FUNDED**	1	Gede-Obisini Electrification	01	Majozi TA	R4 000 000.00	**2021-22**
		2	Macanco Electrification	03	Abathembu TA	R1 000 000.00	
		3	Mngeni Electrification (pre-Engineering)	16	Majozi TA	R300 000.00	
		4	Ekuvukeni/Ngiyane#2 Electrification (pre-Engineering)	08 & 09	Mchunu TA	R120 000.00	
2.	**MULTI-YEAR PROJECTS FROM 2020-21**	1	Voltage Regulator: Ngcuba Electrification INEP	13	Mbomvu TA	R1 800 000.00	**2021-22**

3.	**FIVE (5) YEAR PROPOSED FUNDING (INEP) - BY MUNICIPALITY**	1	Ezibomvini Electrification	04	Mabaso TA	**TBC**	**2022-2024**
		2	Thengela Electrification	13	Mbomvu TA		
		3	Infills Type 1 & 2	1-18	All TA		
4.	**ELECTRIFICATION PROJECTS - BY ESKOM**	1	Alva / Giba Electrification	12	Majozi TA	**TBC**	**TBC**
		2	Gxushaneni Electrification	16	Majozi TA		
		3	Isibindi / Magoso Electrification	12	Majozi TA		
		4	Mngelekazi Electrification	12	Majozi TA		
		5	Stornhill Electrification	12	Majozi TA		
		6	Blesbok/Ncongwane Electrification	12	Majozi TA		
		7	Madadiyele Electrification	18	Majozi TA		
		8	Infills Type 1& 2	1-18	ALL TA		

TABLE 63: BUILDING & WASTE MANAGEMENT PROJECTS

NO.	BUILDING & WASTE MANAGEMENT UNITS	PROJECT	BUDGET	FINANCIAL YEAR
8.	**BUILDING**	Building Maintenance	R200 000.00	**2021 -22**
		Carport	R100 000.00	
		Ngidi Community Hall	R 500 000,00	
		Ntshishili Steel Community hall	R 200 000,00	
		Abna Phakathi Community Hall	R 500 000,00	
		Extension of CJ Mthethwa Hall	R 200 000,00	
		Renovation of Emagwababeni Community Hall	R 300 000 ,00	
		Renovation of Mngeni Community Hall	R 100 000,00	
		Renovation of Mabedlane	R 100 000,00	

		Kwandaye Taxi Ranks	R 100 000,00	
		Construction of Mbondweni Creche	R 77 000,00	
		Construction of Mphambanyoni Creche	R 75 000,00	
		Construction of Phaphamani One Classroom		
		Construction of Ntombiyodumo Two Classrooms	R 100 000,00	
		Installation of pipes; boreholes	R 100 000,00	
		Tugela Ferry Town Entrance Signs	R250 000,00	
		Sewer Maintenance	R100 000.00	
		Bethel Workshop Renovation	R100 000.00	
		Establishment of Enforcement Unit	TBC	**2024-2027**
9.	**WASTE MANAGEMENT**	Pomeroy Landfill site	R2 500 000,00	**2021 -22**
		Bottle and tin Recycling	R99 996.00	
		Pomeroy Street Cleaning	R750 000.00	
		Tugela Ferry Street Cleaning	R1 500 004.00	
		Green Town Entrances	R150 000.00	
		Waste Transportation Loads	R1 200 000.00	
		Malomini Nursery	R200 000.00	
		EPWP Maintenance Program	R3 989 000.00	
		Waste Workers Immunisation	R100 000.00	
		Alien Plant Removal	R150 000.00	
		Solid Waste Skip Bin	R162 000.00	
		Mass Clean-Up Campaign and Awareness	R200 000.00	
		School Environment Competition	R150 000.00	
		Greening Projects	R9 999 6.00	
		Environmental Management Strategy	TBC	**2022-2024**
		Climate Change Response Strategy	TBC	
		Integrated Waste Management Plan (IWMP) External Review	TBC	**2024-2027**
		Schools Environmental Competitions and Awareness	TBC	
		Municipal Park;	TBC	
		Lining of dams and rainwater harvesting as a response to climate change impacts (to be **FUNDED BY HUMAN SETTLEMENTS**)	TBC	
		Greening and Installation of Waste Bins in Municipal Sports Fields.	TBC	

	Plastic Bricks & Waste to Energy	TBC
	Youth Environmental Greening Programme	TBC

F.2.2.1.1 TECHNICAL REVENUE ENHANCEMENT STRATEGY

TABLE 64: REVENUE ENHANCEMENT STRATEGY PROJECTS

NO.	TECHNICAL SERVICES UNITS	PRIORITY	PROJECT	ESTIMATED BUDGET	OBJECTIVES	FINANCIAL YEAR
10.	**Msinga Municipal-MIG Funded Projects – Five Year Plan**	1	Pomeroy Internal Roads # 2	R 25 000 000.00	Value for sites, etc	**2024-2027**
		2	Protection Service Centre	R 70 000 000.00	Signals, Testing ground, etc.	
		3	Landfill Site Upgrade	R 5 500 000.00	Compliance	
		4	Extension of Msinga Municipality Offices	R 16 000 000.00	Occupation for additional Staff members, Social distancing, etc.	
		5	Recreational Park and Swimming Pool (Public)	R 18 000 000.00	Youth Development Programme, etc.	
		6	Indoor Sports Centre	R 25 000 000.00	Promotion of sports codes, events, etc.	
		7	Upgrade of Pomeroy Sport Complex	R 15 000 000.00	Promotion of sports codes, etc.	
		6	Indoor Sports Centre	R 25 000 000.00	Promotion of sports codes, events, etc.	

F.2.2.1.2 DEPARTMENT OF TRANSPORT (DOT) MEDIUM - TERM EXPENDITURE FRAMEWORK (2021 – 2024)

- There are multiyear projects and are done purposely in order to manage DOT limited budget.
- DOT target on Upgrade is **5 km a year and Light-heavy rehabilitation Programme** has to achieve at least 10 km a year.

TABLE 65: DEPARTMENT OF TRANSPORT (DOT) PROJECTS IN MSINGA LM

NO.	DEPARTMENT OF TRANSPORT (DOT)	PRIORITY	PROJECT	TYPE OF UPGRADE	STATUS	FINANCIAL YEAR
11.	**Development Plan – Medium - Term Expenditure Framework (2021 – 2024)**	1	Main Road 33 (P6)	Potholes Patching	MTEF Plan	**2021 – 2024**
		2	P368 (Esinyamane)	Gravel – Black Top	MTEF Plan	
		3	P280 (Mashunka)	Gravel – Black Top	MTEF Plan	
		4	P281 (Cwaka – Ladysmith)	Gravel – Black Top	MTEF Plan	
		5	P 6/3 (Tugela Ferry - Keat's Drift)	Gravel – Black Top	MTEF Plan	
		6	D1271 (Mbhono)	Gravel – Black Top	Planning Phase	
		7	P32 (Nyonyane - Ladysmith)	Rehabilitation	Planning phase	

F.2.2.2 COMMUNITY SERVICE DEPARTMENT

TABLE: COMMUNITY SERVICE DEPARTMENT PROJECTS

NO.	COMMUNITY SERVICES UNITS	PROJECT	BUDGET	FINANCIAL YEAR
1.	**SPORT & RECREATION**	Golden Games: Local Festival	R178 828.00	2021-22
		Golden Games: District Festival	R130 568.00	
		Indigenous Game: Local Festival	R175 000.00	
		Indigenous Game: District Festival	R140 000.00	
		Sport Confederation Projects	R250 000.00	
		Msinga Mayoral Cup (Phase 1 & 2)	R430 000.00	
		Sports Maintenance	R400 000.00	
		Msinga Marathon	R300 000.00	
		Tournament Sponsorship	R50 000.00	
		Development of Coaching Clinics	TBC	
		Develop Horse Riding Sport	TBC	**2023-2024**
		Indoor Sports Centre in T/F	TBC	
		Renovate old Sports fields	TBC	
		Municipal Swimming Pool & Boxing Ring	TBC	**2024-2027**
2.	**SPECIAL PROJECTS**	Widowers Event	R250 000.00	2021-22
		Window's Forum	R150 000.00	
		Gender's Forum (Male & Female)	R297 000.00	
		Children's Forum	R320 000.00	
		Men's march	R30 000.00	
		Disability Forum	R530 000 .00	
		Inter faith Programmes (Annual Prayer (150 000.00); Programme (50 000.00); Mazayoni (200 000.00) & Amanazaretha (200 000.00)	R600 000.00	
		Cancer Awareness Day	R248 636.00	

		Operation Sukuma Sakhe (OSS) interventions	R107 000.00	
		Compensation of all Forums	R100 000.00	
	RECREATIONAL ACTIVITIES	Umcimbi WeBhayi	R260 000.00	
		Iscathamiya	R260 000.00	
		Maskandi Festival	R911 664.00	
		Izingoma zaseMsinga	R99 996.00	
		Msinga Drift Khana	R150 000.00	
3.	**YOUTH DEVELOPMENT**	In-school projects support	R50 000.00	2021-22
		Youth Development Project	R500 000,00	
		Youth Organisation Support	R30 000.00	
		Youth Day Celebration & Career Expo	R300 000.00	
		Reed Dance	R206 480.00	
		Matric Awards	R364 668.00	
		Tertiary Financial Aid (WBP)	R630 000.00	
		Youth Projects (WBP)	R630 000.00	
		Standpipes in all Municipal Boreholes	250 000.00	
		Partitioning and installation of electricity of Mkhuphulangwenya Fire & Disaster offices (Phase 1)	R250 000.00	
		Single Cab	R500 000.00	
		Gazetting By-Laws		**2023-2024**
4.	**DISASTER MANAGEMENT**	Disaster Management Centre 24 hrs switch board	R150 000,00	2021-22
		Disaster Awareness Programme	R30 000.00	
		Lighting conductors for disaster per traditional Authority	*R150 000,00*	
		Disaster Relief Support	R650 000.00	
		Tower lightening conductor's minimum of two per traditional Authority.	TBC	**2023-2024**
		Control Room Operator	TBC	

		Purchase Vehicles: Fire, Disaster	TBC	
		Satellite Offices at MPCCs & TAs	TBC	
5.	**TRAFFIC DEPARTMENT**	Tarring of Traffic Road from R33	R2 200 000,00	2021-22
		Traffic Management System	R200 000,00	
		Construction of Law Enforcement Building	R600 000,00	
		DLTC Vehicle	TBC	**2024-2027**
		Fully established Traffic Department	TBC	
		Traffic Booze Bus	TBC	
6.	**LIBRARY SERVICES**	Furniture & Bookshelves	TBC	**2023-2024**
		Library paving	TBC	
		Library Mobile bus – to all wards	TBC	
		Free WIFI	TBC	
		Satellite libraries in Thusong Centres & Tribal Authorities	TBC	
		Library at Fabeni & Pomeroy	TBC	

F.2.2.3 DEVELOPMENT PLANNING DEPARTMENT

TABLE: DEVELOPMENT PLANNING DEPARTMENT PROJECTS

NO.	DEVELOPMENT UNIT	PROJECT	BUDGET	FINANCIAL YEAR
1.	**TOWN PLANNING**	Cwaka Cemeteries for Inkululeko Development Project – 2 (IDP-2)	R500 000.00	2021-22
		Cemetery Bylaw		
		Municipal Planning Tribunal (MPT)	R300 000.00	
		Amendments of SPLUMA Bylaw	R100 000.000	
		Network Towers Installation	TBC	**2022-2024**
		Planning - Public Awareness Campaigns	TBC	
		Local Plans reviews	TBC	**2024-2027**
		GIS Unit /Drawing Office Systems	TBC	
2.	**HOUSING**	Transfer of Title Deeds – Pomeroy Sites	Human Settlement to fund the project.	2021-22
		Traditional Leadership day	R1 000 000.00	
		Municipal Cemeteries – Entire Municipality	R1 000 000.00	
		Pound	R400 000.00	
		Cwaka Mixed Residential 250 Units	Funded by Human Settlement	**2022-2024**
		Pomeroy Rental Stock		
		Pomeroy Mixed Residential		
		Nteneshane 1000 Units		
3.	**IDP**	Strategic Planning Session	R500 000.00	2021-22
		IDP Focus Groups		
		IDP Representative Forum	R500 000.00	
		IDP Steering Committee		

4.	**LOCAL ECONOMIC DEVELOPMENT (LED)**	**SMME ASSISTANCE FOR TARGETED SECTORS** (Piggery Support; Honey Processing; Co-operative Assistant; Chicken & Laying; Goat Farming Support and Film & Television.	R 1400 000.00	2021-22
		Tractor & Implements	R400 000.00 EQ	
		LED Project	R500 000.00	
		LED Software	R150 000.00	
		Community Tourism Organisation (CTO)	R500 000.00	
		Kopi Tourism Project	R300 000.00	
		Business Indaba Market Day (Ward 4/17)	R 100 000.00	
		Market Stalls Tugela Ferry Phase 2	R1 000 000.00	
		Market Stalls ▪ Pomeroy ▪ Keates Drift	TBC	**2022 - 2024**
		Industrial Hub	**R10 000 000.00 (NAC) ETC**	**2024-2027**
		Tourism Plan - Tourism Center & Museum	**15000000.00** **EDTEA/NAC/SECTOR DEPTS**	
		Tugela Ferry Bridge	TBC	
		Aloe Feasibility Study - Bio Medical	TBC	

F.2.2.4 CORPORATE SERVICES DEPARTMENT

TABLE: CORPORATE SERVICES DEPARTMENT PROJECTS

NO.	CORPORATE SERVICES UNIT	PROJECT	BUDGET	FINANCIAL YEAR
1.	**THUSONG CENTRE**	Mandleni Renovations	R220 000.00	2021-2022
		Thusong Centre maintenance	R180 000,00	
		Construction of Nteneshane Centre (toilets)	R250 000,00	
		Installation of Public WIFI in Municipal Properties	TBC	**2024-2027**
		Renovation of Skills Centre	TBC	
2.	**HUMAN RESOURCE MANAGEMENT**	Work Skills Plan	R1 500 000.00	2021-2022
		IPMS Management Services	R100 000.00	
		Long Service Bonus	R287 724.00	
		OHS Management Services	R300 000.00	
		Review HR Strategy	TBC	**2022-2024**
3.	**RECORDS MANAGEMENT / ICT**	Electronics Records System	R1 500 000.00	2021-22
		Disposal (Arts and Culture)	R100 000.00	
		IT Management Services	R1 500 000.00	
		Digital Notice Board	R300 000.00	
		ISP Redundancy	R1000 000.00	
		IT Public Awareness Campaign	TBC	**2022-2024**
4.	**SECURITY SERVICES**	Guard houses	R950 000.00	2021-22
		Skills Centre borehole refurbishment	R100 000.00	

		Security Upgrade - Council Properties cameras installation	R417440.000	
		Purchase Vehicles (Security unit and Corporate services)	TBC	**2022-2024**
5.	**ADMINISTRATION & COUNCIL SUPPORT**	General Small Vehicle Maintenance	R2 000 000.00	**2021-2022**
		Transport Vehicle	R4 500 000.00	
		New Office Barriers vehicles	R3 000 000.00	
		Parking Bay Shelter	TBC	**2022-2024**
		Expansion of Municipal Offices (Council Chamber, Boardrooms and Offices)	TBC	

F.2.2.5 FINANCE DEPRTMENTAL

TABLE: FINANCE DEPRTMENTAL PROJECTS

PROJECT	2021-2022	2022-2023	2023-2024
AFS PREPARATION	R950 000.00	R1000 000	R1 100 000
REVIEW AND UPDATE OF FIXED ASSET REGISTER	R130 000.00	R1 200 000	R1 200 000
REVIEW OF MUNICIPAL POLICIES	R250 000.00	R350 000	R400 000
DEVELOPMENT OF STANDARD OPERATING PROCEDURES	R250 000.00	R120 000	R50 000
SYSTEM SUPPORT	R1 340 000.00	R1 700 000	R1 900 000
CONSULTING SERVICES	R1 200 000.00	R2 500 000	R2 500 000
FINANCIAL SYSTEM	R5 000 000.00	TBC	TBC

F.2.2.6 MUNICIPAL MANAGER'S OFFICE

TABLE 42: MUNICIPAL MANAGER'S OFFICE PROJECTS

NO.	MUNICIPAL MANAGER'S UNIT	PROJECT	BUDGET	FINANCIAL YEAR
1.	COMMUNITY LIAISON (NEW DEPARTMENT)	Complaints Management Reduction Programme	R250 000.00	2021-2022
		Operation and Maintenance	R50 000.00	
		Frontline Complaints	R20 000.00	
		Fraud and Corruption awareness	R50 000.00	
2.	MM'S OFFICE	Monthly Radio Slot	R500 000,00	2021-22
		Billboards	R200 000.00	
		Five-year report back event	R5 000 000.00	
		PPE's rapid response	R50 000.00	
		Advertising	R4 000 000.00	
		Performance Audit Committee	200 000,00	

F.2.2.7 WARD PLANS FOR 2021/2022 INFRASTRUCTURE PROJECT

WARD NO	PROGRAME	INFRASTRUCTURE PROJECTS KZN 244 GOAL 1	BUDGET	LABOUR INTENSIVE PROJECTS
WARD 01	**INFRASTRUCTURE**	▪ To construct & complete three (3), Two room houses one for: 1. Ngenisile Thabede at Nhlanhleni area. 2. Khululiwe Mtshali at Mkhuzeni area; and 3. Zazile Mchunu at Mpondweni area.	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪ Buying fencing material for community gardens, jojo tanks and do ploughing as per request to be made by ward committee. ▪ Buying disease treatments for livestock. (Vaccines, DE wormers, long and short acting medicines as per request to be made by ward committee.	**R 50 000.00**	
	TERTIARY SUPPORT	▪ Registration for student at university and Tvet colleges. Paying for drivers' licence and security.	**R 30 000.00**	
	YOUTH	▪ Doing youth projects, skills and ward games in period of July upward and also buying soccer kits, netball kits and Poles as per request to be made by ward committee.	**R 30 000.00**	
WARD 02	**INFRASTRUCTURE**	▪ Fencing of Mayingwe hall at kwaGobho area. ▪ Building of toilets (male and female) for Mayingwe hall. ▪ Construct two (2) two room houses: 1 for Ngema family at kwaNtuli area &1 for Mntungwa family at Matshematshe.	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪ Buying seeds, fencing materials, tanks, cattle dip chemicals and do Water installation as per request made on ward committee.	**R 50 000.00**	
	TERTIARY SUPPORT	▪ Pay for tertiary registration for approximately 05 students and pay for security and other skills training for disadvantaged youth.	**R 30 000.00**	
	YOUTH	▪ To host youth projects (catering & decor training), ward games, reed dance, ward Prayer and Matric Congratulations function.	**R 30 000.00**	
WARD 03	**INFRASTRUCTURE**	▪ Renovating Nsimbini creche at Pharafini Area. ▪ Construct and complete Phaphamani creche at kwaNgubo area.	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪ Buy Fencing material, fertilizers, manure, seeds, JoJo tanks as per request made by ward committee.	**R 50 000.00**	
	TERTIARY SUPPORT	▪ Pay Registration fee for disadvantaged tertiary students. ▪ Pay for Computer training, Driving Licenses, Security course for disadvantaged people.	**R 30 000.00**	
	YOUTH	▪ Host youth games Youth Trophies and Medals ▪ Buy Soccer and Netball Jersey for youth	**R 30 000.00**	
	INFRASTRUCTURE	▪ To construct two (2) two rooms, one for R. Mabaso at Sampofu area and one P. Mntungwa at Sdakeni area. ▪ Do renovation of Sampofu hall.	**R 300 000.00**	**R 50 000.00**

WARD 04	**AGRICULTURE**	▪ To buy fencing material, agricultural material and do ploughing; ▪ To dig dams for livestock. All as per request to be made by ward committee.	**R 50 000.00**	
	TERTIARY SUPPORT	▪ To pay Registration fee for university student, ▪ Driver`s licence Computer and to pay for Training of Security.	**R 30 000.00**	
	YOUTH	▪ Ward game ▪ Sport equipment ▪ Youth Event ▪ Driver's Licence	**R 30 000.00**	
WARD 05	**INFRASTRUCTURE**	▪ To construct and complete Mbabane crèche. ▪ To construct and complete one (1) two room house for Sazi Ndlovu at Mbabane/ Ngqongeni area.	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪ Agricultural material	**R 50 000.00**	
	TERTIARY SUPPORT	▪ Paying registration fee to different institution.	**R 30 000.00**	
	YOUTH	▪ To host ward tournament games	**R 30 000.00**	
WARD 06	**INFRASTRUCTURE**	▪ To construct and complete three (3) two-roomed houses. o One two-room for Phuthumile Mvelase from Mashunka KwaJiza o One two room for Tshitshana Ndhlovu from Machunwini KwaGuqa o One two room for Ngenzeli Dladla from Mashunka	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪ To buy fencing material at Kosibiya, Ezisululwini, Ngongolo, Sinqumeni, Buhayika and Mhlangane gardens.	**R 50 000.00**	
	TERTIARY SUPPORT	▪ Assist needy student with tertiary registration fees in different university and collage training. Assist with security, Computer Drives licences course fees	**R 30 000.00**	
	YOUTH	▪ Host youth event 16 June and activities	**R 30 000.00**	
WARD 07	**INFRASTRUCTURE**	▪ To construct & complete 1room houses for M Buthelezi at and 1room for Mkhize Zihlabeni. ▪ To construct & complete two (2) 2 room houses for Sbhakela Mkhize at Khuthala area and Nkala family at kwaGudlintaba /Mbangweni. ▪ To buy Chairs for community halls.	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪ To Buy fencing Material for gardens, INCEMA, UBUHLALU, Seeds and tools material as per requests made to the ward committee. ▪ To do farming on all community gardens within the ward and drill borehole, ▪ To host Ward agriculture event.	**R 50 000.00**	
	TERTIARY SUPPORT	▪ Assist students by paying tertiary registration fees, computer courses, security and Driving licence fees.	**R 30 000.00**	
	YOUTH	▪ To host youth event, Maskadi festival, ingoma (zulu dance). ▪ To buy soccer kits and Net ball kits for teams. ▪ Also Assist youth by paying tertiary registration fees, computer courses, security and Driving licence fees.	**R 30 000.00**	

WARD 08	**INFRASTRUCTURE**	▪ Rehabilitating four boreholes at Nokopela, Ntanyana, Mgeza and Mbilane areas.	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪ Buy fencing material as per ward committee requests. ▪ To host Farmer's day and Agricultures Awareness.	**R 30 000.00**	
	TERTIARY SUPPORT	▪ Pay tertiary Registration fee for disadvantaged students.	**R 30 000.00**	
	YOUTH	▪ Doing youth projects, skills, ward game. ▪ Pay for drivers licences and security for disadvantaged community members. ▪ To host Ingoma and maskandi festival	**R 50 000.00**	
WARD 09	**INFRASTRUCTURE**	▪ To construct and complete of one (01) creche at eSiphethwini area. ▪ Buy fencing for 3 creche: Ezintandaneni creche, Gujini creche and creche at eSiphethwini area (to be built)	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪ Buy Ecoblesh (muthi wediphu) ▪ Buy water tanks to store water for areas without taps, ▪ Fence one home one garden as per requests to be made on ward committee. ▪ To host Ingoma yamachunu & Maskandi Festival.	**R 50 000.00**	
	TERTIARY SUPPORT	▪ Paying Registration fee for disadvantaged students. ▪ Pay driving licence, cashier, training of securities and Computer Training courses for disadvantaged people.	**R 30 000.00**	
	YOUTH	▪ To buy Soccer and Net-ball Kits for youth.	**R 30 000.00**	
WARD 10	**INFRASTRUCTURE**	▪ To construct & complete one (1) Two Room House for Thembokwakhe Zulu at Othulinilwezulu Area. ▪ To Construct & Complete one (1) creche: Fabeni Creche at Othulinilwezulu Area.	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪ Buy Fencing Material for one home one garden projects at Ward 10 and Seeds for Bangani co-ops. ▪ Buy Four (4) 25 Litre of Eco bush (Umuthu wediphu) at for Ward.	**R 50 000.00**	
	TERTIARY SUPPORT	▪ Assist Youth with tertiary Registration fee.	**R 30 000.00**	
	YOUTH	▪ Assist Youth by paying for Leaners and Driving Licence courses. ▪ Buy Soccer kits, net ball kits and balls of Ward 10 Teams.	**R 30 000.00**	
WARD 11	**INFRASTRUCTURE**	▪ Construction of two (2) two room houses for Lingubani Zulu at Sphongweni Are and Bongisiwe Mchunu at Othulini. ▪ Construction of 6 toilets for Ntabende hall, Mfihlane hall and Savutshana hall; 2 (for males and females) per hall.	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪ To buy one (1) Generator for a livestock dipping tank at Keat`s Drift. ▪ To buy fencing material for Esigqumeni community garden, ▪ Fencing of one home one garden projects at Othulini Nyonini Area as per request made to the Ward committee.	**R 50 000.00**	

	TERTIARY SUPPORT	▪	Assist **up** to **25** students with tertiary registration fees or training fees.	**R 30 000.00**	
	YOUTH	▪	Buy **Soccer & netball** Kits for ward teams.	**R 30 000.00**	
WARD 12	**INFRASTRUCTURE**	▪ ▪	Fencing of Shiyane, Magoso, Mambeni and Nxala halls, Buying 100 chairs and Ntombikayise Hall.	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪ ▪ ▪	To buy Fencing Material as per request to be made on ward committees. To host Marketing day and Famers day Buy Seeds, and do Ploughing as per request to be made on ward committees	**R 50 000.00**	
	TERTIARY SUPPORT	▪	Pay Tertiary Registration fee for disadvantaged students and pay Drivers license course for needy households.	**R 30 000.00**	
	YOUTH	▪	Host June 16 Youth function, Sports event (Soccer and Netball), Youth Gospel & Isicathamiya competition, Reed dance.	**R 30 000.00**	
WARD 13	**INFRASTRUCTURE**	▪ ▪	Renovation of Ngubevu Hall at Nhlonga area. To buy 2000 chairs and 30 tables for all halls in the Ward.	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪	To Buy four (04) water pumps for co-ops , Seeds and buy fencing meterial for farming co-ops as per request made to the ward committee.	**R 50 000.00**	
	TERTIARY SUPPORT	▪	Assist about 15 to 20 students with tertiary registration fee	**R 30 000.00**	
	YOUTH	▪	To Buy School Uniform and buy Soccer & Netball Kits for youth and teams.	**R 30 000.00**	
WARD 14	**INFRASTRUCTURE**	▪ ▪	To construct 2 toilets (male& female) at Ntombenhle and Mbhono community hall. To construct Lokoloko Min Hall at Nkandla area	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪ ▪ ▪ ▪	Fencing the one home one Gardner's field as per requests made to the Ward committee. To fence Nkandla Hall, Nkandla Crèche both at Mpophoma area, Senzokuhle at eZingulubeni Crèche at Ngubevu area, Kongema Creche at Othame area, Dayiswayo hall at and Khonzokuhle Crèche both at Ngubevu area Assist the co- operative with a water pumper and pipes as per requests made to the Ward committee. To buy 03 Jojo Tanks 5000 Litres for areas without (kwaGxobanyawo, Mpophoma and Banhill) water taps to store water.	**R 50 000.00**	
	TERTIARY SUPPORT	▪ ▪ ▪ ▪	To Assist 8 students by paying tertiary registration fees. To Assist 3 People with driver's license fees. To Assist 4 with computer study. To Assist 15 people with security training.	**R 30 000.00**	
	YOUTH	▪	To host sports (soccer and netball) tournaments with all ward 14 schools to promote talent.	**R 30 000.00**	

		▪ To buy Soccer and netball kits for 5 best performing teams and balls for all participating teams. ▪ To award schools for excellence.		
WARD 15	**INFRASTRUCTURE**	▪ Renovation Mafusini Community Hall; ▪ To Construct toilets for Othame hall, Nocomboshe hall and Nkuluka hall. ▪ Buying 300 Chairs per 3 halls listed: Hholwane hall, Nkolovu hall and Nkuluka hall. ▪ Buy fencing materials for 2 halls: Nkolovu hall and Hholwane hall	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪ Buying fencing material for Scengceni, Nomaqhulu, Nkondlwaneni Vimbukhalo and Othame and Nohlo and do ploughing of gardens and hectors ▪ Buying seeds for the above mentioned gardens and hectors. ▪ To host a Farming events and do catering at Nocomboshe area.	**R 50 000.00**	
	TERTIARY SUPPORT	▪ People to be provided with tertiary registration fees ▪ Youth on driver's license and Security	**R 30 000.00**	
	YOUTH	▪ To develop youth project ▪ Buying printer ▪ Training of youth on Carpentry ▪ Sport equipment ▪ Sport Tournament ▪ Youth on farming skills	**R 30 000.00**	
WARD 16	**INFRASTRUCTURE**	▪ Installation of 5 solar pump and 5 Jojo tanks 10000 litres at: Mngeni area, Bahulazi area, Ngubukazi area, Gqohi area, Sifuleni area. ▪ To Buy Cements and blocks for tank stands. ▪ To Buy water pipes 50mm. ▪ (the ward prioritise water installation) ▪ Buy 30 chairs for Sakhisizwe Creche at Gxhushaneni nearby the sports field.	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪ To Buy water pumps engine, seeds, Eco bush, mould/Muhlwa killing chemicals and fencing material for fields as per requests made to the Ward committee. ▪ Do Ploughing of fields, Host ward agriculture event at Ntill hall. ▪ Projects are done or distributed as per requests made to the Ward committee.	**R 50 000.00**	
	TERTIARY SUPPORT	▪ Assists students with payment of tertiary Registration Fees, Driver Licences, Computer and Security Certificate	**R 30 000.00**	
	YOUTH	▪ Sponsor ward soccer team with transportation fee. ▪ Host a Ward soccer Tournament, Buy Soccer equipment, Youth Project, Youth Function, sponsoring Qamu maidens' function.	**R 30 000.00**	

WARD 17	**INFRASTRUCTURE**	▪	To construct & complete Nkosinathi S Majozi Town hall.	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪	Buying Fencing Material, Deep chemicals, ploughing, seeds, water pipe and JoJo tanks, goats, shelter of pigs and chicken, and boreholes as per request made on ward committee. ▪ Hosting Marketing Day.	**R 50 000.00**	
	TERTIARY SUPPORT	▪	Pay Tertiary Registration and Driving license fee for needy people as per request made on the ward committee.	**R 30 000.00**	
	YOUTH	▪	To host June 16 Youth function ward game and, Reed dance. ▪ Assist youth by buying Soccer kits, School Uniform. ▪ Assist matric: buy laptops and provide Wi-Fi as per requests made by teachers.	**R 30 000.00**	
WARD 18	**INFRASTRUCTURE**	▪	Buy underground pipes to extend water schemes at Mahlaba Area and Mazabeko Area. ▪ Digging of two boreholes one for Zimele community garden and one borehole for Tukulwane community garden.	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪	Buy 08 Water tanks one for Mfulamuni area, one for Mcogisa, one for Phansikwezintaba, two for Mthaleni, one for Mahlatshana, two for Zimbidlini. ▪ Buy Eco bush as per request to be made by ward committees. ▪ Buy seeds and do Ploughing of fields and gardens as per requests to be made by ward committee.	**R 50 000.00**	
	TERTIARY SUPPORT	▪	Pay Registration fee for disadvantaged students. ▪ Pay for 10 security, ▪ 20 Drivers licence, ▪ 10 Computer courses for disadvantaged people/households.	**R 30 000.00**	
	YOUTH	▪	To host Youth functions, buy Sport kits, ward games and assist youth to start business.	**R 30 000.00**	
WARD 19	**INFRASTRUCTURE**	▪	**Hall**	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪	**Agriculture**	**R 50 000.00**	
	TERTIARY SUPPORT	▪	**Tertiary Support**	**R 30 000.00**	
	YOUTH	▪	**Youth Project**	**R 30 000.00**	
WARD 20	**INFRASTRUCTURE**	▪	**Hall**	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪	**Agriculture**	**R 50 000.00**	
	TERTIARY SUPPORT	▪	**Tertiary Support**	**R 30 000.00**	
	YOUTH	▪	**Youth Project**	**R 30 000.00**	
WARD 21	**INFRASTRUCTURE**	▪	**Hall**	**R 300 000.00**	**R 50 000.00**
	AGRICULTURE	▪	**Agriculture**	**R 50 000.00**	
	TERTIARY SUPPORT	▪	**Tertiary Support**	**R 30 000.00**	

	YOUTH	▪	**Youth Project**	**R 30 000.00**
All wards total.	**YOUTH**	▪	**21x R 30 000.00**	**= R 630 000.00**
	TERTIARY SUPPORT	▪	**21x R 30 000.00**	**= R 630 000.00**
	AGRICULTURE	▪	**21x R 50 000.00**	**= R 1 050 000.00**
	LABOUR INTENSIVE PROJECTS	▪	**21x R 50 000.00**	**= R 1 050 000.00**
	INFRASTRUCTURE	▪	**21x R 300 000.00**	**= R 6 300 000.00**
Grand Total				**R 9 660 000.00**

SECTION G: ANNUAL OPERATIONAL PLAN (SDBIP)

G. ANNUAL OPERATIONAL PLAN (SDBIP)

TABLE 66: MUNICIPAL FINAL SDBIP 2021.22

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN - MSINGA LOCAL MUNICIPALITY- SDBIP 2021/22																			
Back to Basics pillar no 3: Good Governance and sound administration																			
Promote Public Knowledge and awareness																			
NO	**PROGRAM DRIVER**	**OUTCOME**	**STRATEGY**	**OBJECTIVE**	**PROJECTS**	**INDICATOR**	**REGION**	**KPI NO.**	**BASELINE**	**ANNUAL TARGET by 30.6.2022**	**ACCUMULATIVE /NON-ACCUMULATIVE5**	**UNIT OF MEASURE**	**Q1 - Target 30.9.2021**	**Q2 - Target 31.12.2021**	**Q3- Target 30.3.2022**	**Q4 - Target 3.6.2022**	**ANNUAL BUDGET**	**Reasons For Variance**	**Measures to improve Performance**	**PORTFOLIO OF EVIDENCE**
CROSS CUTTING ISSUES = 03 INDICATORS																			
1	HOD(P)	outcome 5.2 a functional Land Use	To ensure compliance with legisaltion	To undertake Msinga Municipalitys cemeteries fesibility study as per COGTA circular	**Cemetery Feasibility study**	Number of Msinga Municipalitys cemetery studies undertaken and approved by Council by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , Administration	145	The Cemetery study is in Tendering stage.	**1**	Non-accumulative	Number	0	0	0	1	R500 000			**Council Resolution/Progress Reports**

2	HOD (CS)		To increase awareness and develop a culture of community participation in the Local government affairs	To host World Aids celebration /commemorations	**World Aids day**	Number of Msinga World AIDS commemoration events (World aids day ward 7 & Childrен's party ward 17) hosted by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , Ward 07 & Ward 17	66	2	**1**	Non-accumulative	Number	0	1	0	0	R0			**Attendance Register**
3	HOD (CS)		To promote sports development in physically disabled peoples	To host a Disability Sports Day by 30/6/2022	**Disability day**	Number of Disability Sports Day Hosted at Pomeroy (ward 17) by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , Ward 17	80	1	**1**	Non-accumulative	Number	0	0	0	1				**Pictures /Programme**
GOOD GOVERNANCE AND PUBLIC PARTICIPATION = 06 INDICATORS																				

4	HOD (Coo)	Improved Council functionality	To ensure proper administration in line with legislation	To ensure effective secretariat services to council and standing committees	**Sub-Committee Meetings**	Number of Msinga Municipal sub-committee meetings (Corporate, Technical, Community, Development Planning, Finance) conducted by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , Administration	43	20	**20**	Accumulative	Number	5	10	15	20	inhouse			**Agenda and attendance register**
5	HOD (Coo)			To ensure effective secretariat services to council and standing committees	**EXCO Meetings**	Number of Msinga Exco meetings conducted by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , Administration	44	12	**12**	accumulative	Number	3	6	9	12	Inhouse			**Agenda and attendance register**
6	HOD (Coo)			To ensure effective secretariat services to council and standing committees	**MPAC Meetings**	Number of Msinga MPAC meetings condu	Umzinyathi DC , Msinga KZ 244 , Administration	46	4	**4**	accumulative	Number	1	2	3	4	inhouse			**Agenda and attendance register**

						cted by 30/06/ 2022														
7	HOD (P)	outcome 5.1 Functional DDM structures: A credible IDP aligned to the one plan (with	To increase awareness and develop a culture of community participation in the Local government affairs	To develop & adopt Municipal IDP 2022/23	**IDP 2022/23**	Number of IDP 2022/23 submitted to Msinga Council for adoption by 30 JUNE 2022	Umzinyathi DC , Msinga KZ 244 , Administration	143	**(02)** IDP 2021-2025 submitted for adoption to Msinga council by 26.5.2021	**2**	Non-accumulative	Number	0	0	(1)Draft IDP	(2) Final IDP	Inhouse			**Draft IDP Council resolution , final IDP council resolution**
8	HOD (P) (F)			To develop & adopt Municipal IDP /Budget & PMS Process Plan 2022/23	**IDP/budget/PMS Process Plan**	Number of IDP/Budget/ PMS Process Plans for the revision of the 2022/2023 IDP submitted to Council adoption by 30/6/2022	Umzinyathi DC , Msinga KZ 244 , Administration	151B	01 - IDP/Budget/ PMS Process Plan dopted by August 2020	**1**			1	0	0	0	In-house			**DCOGTA submission proof letter / email & Council resolution**

9	HOD (CS)	outcome 4.6 Fires ,disasters, and emergency services .	To increase awareness and develop a culture of community participation in the Local government affairs	To Conduct Public Awareness Campaigns	**Campaigns**	Number of Msinga Public Awareness campaigns (traffic, fire & disaster awareness campaigns) conducted by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , ALL WARDS	63	35	**10**	Accumulative	Number	0	0	0	10	In-house			**Pictures / minutes**
LOCAL ECONOMIC DEVELOPMENT = 11 INDICATORS																				
10	HOD (CS)		To promote cultural and indigenous skills	To Host Umcimbi weBhayi by 30 June 2022	**Umcimbi we Bhayi**	Number of Umcimbi weBhayi hosted at Efabeni (ward 10) by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , Ward 10	59	1	**1**	Non-accumulative	Number	0	0	0	1	inhouse			**Pictures / Programme**

11	HOD (CS)			To host a Msinga Marathon by 30 June 2022	**Msinga Marathon**	Number of Msinga Marathon hosted in Pomeroy by 30/06/2022	Umzinyathi DC , Msinga KZ 244	70	1	**1**	Non-accumulative	Number	0	0	0	1	Inhouse			**pictures /Programme**
12	HOD (CS)			To Host Iscathamiya Event by 30 June 2022	**Isicathamiya**	Number of Iscathamiya Event hosted at Ntili by 30/06/2022		71	1	**1**	Non-accumulative	Number	0	0	0	1	inhouse			**Pictures / programme**
13	HOD (CS)			To host Msinga Maskandi Festival by 30 June 2022	**Maskandi festival**	Number of Maskandi Festival Hosted at Umphelankani (ward 4) by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , Ward 4	72	14	**1**	Non-accumulative	Number	0	0	0	1	Inhouse			**Pictures / programme**

14	HOD (CS)		To promote sport development and improve sports participation	To host a Mayoral Cup by 30/6/2022	**Mayoral cup**	Number of Msinga Mayoral Cup hosted at Pomeroy (ward 17) by 30/6/2022	Umzinyathi DC , Msinga KZ 244 , Ward 17	78	1	**1**	Non-accumulative	Number	0	0	0	1	In-house			**Pictures /Programme**
15	HOD (CS)	outcome 4.7 Local economic development . 4.7.1 Groiwing local	To empower the disadvantage communities	To Implement Ward Youth Projects as per Ward Based Plans in the IDP 2020/2021	**Youth projects**	32 youth projects implemented as per the youth based plan by 30 June 2022	Umzinyathi DC , Msinga KZ 244 , All Msinga Wards	82	18	**32**	Accumulative	Number	0	0	18	32	In-house			**List of projects (stamped by HOD)**
16	HOD (CS)			To assist local students with Tertiary Education Registration.	**Tertiary registration**	Number of Learners Assisted with Tertiary registration in 18 wards by 30/6/2022	Umzinyathi DC , Msinga KZ 244 , All Msinga Wards	83	70	**180**	Accumulative	Number	30	60	120	180	In-house			**Stamped beneficiary list**

17	HOD (CS)			To host a Youth Day Celebration	**Youth day celebration**	Number of Youth Day celebrations hosted at Pomeroy by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , Ward 17	84	1	**1**	Non-accumulative	Number	0	0	0	1	In-house			**pictures /program**
18	HOD (P)		To reduce poverty throu Local Economic development initiatives	To conduct SMMEs training	**SMMEs training**	Number SMME's within Msinga area capacitated by 30/06/2022	Umzinyathi DC , Msinga KZ 244	157	0	**50**	Accumulative	Number	0	0	0	50	In-house			**Attendance register/ pictures / reports**
19	HOD (P)			To host a Business Indaba /LED summit	**LED SUMMIT**	Number of LED SUMMIT hosted at UMphelankani by 30/06/2022	Umzinyathi DC , Msinga KZ 244	158	1	**1**	Non-accumulative	Number	0	0	1	0	In-house			**Reports/ program**
20	HOD (TS) (P)			To creaate jobs through EPWP Programme.	**EPWP programme**	Number of jobs created through construction of capital	Umzinyathi DC , Msinga KZ 244 , Administration	270.1	0	**50**	Accumulative	Number	10	25	35	50	In-house			**Reports/ program**

						projects by 30/06/2021													
MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT = 14 INDICATORS																			
21	HOD(MM)	outcome 1. improved Municipal capability	To ensure proper administration in line with legislation	To conduct Section 54/56 Perfomance Assessments	**S54/56 assessments**	Number of Section 54/56 Perfomance Assessments conducted by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , Administration	222	2	**2**	Accumulative	number	1	0	2	0	Inhouse			**Assessment Minutes and attendance register**
22	HOD COP			Employment Equity Plan adopted	**EEP adoption**	Number of people from employment equity target groups employed in the three highest levels of management in compliance with approved equity	Umzinyathi DC , Msinga KZ 244 , Administration	222.1	1	**4**	Accumulative	Number	1	2	3	4	wages budget			**HR quartely Reports**

						plan(EEP) by 30.6.2021														
23	HOD COP			Implementation of WSP	**Implementation of the WSP**	% budget spent on implementing WSP by 30.6.2021	Umzinyathi DC , Msinga KZ 244 , Administration	2222.2	100%	**100%**	accumulative	**100%**	25%	50%	75%	100%	inhouse			**HR quartely Reports**
24	all HODS	outcome 2. improved Municipal responsiveness	To ensure proper administration in line with legislation	To Achieve an unqualified audit opinion	**Unqualified opinion 2020.21 FY**	Number of unqualified audit opinion (2020/21FY) achieved by Msinga Municipality by 30 December 2021	Umzinyathi DC , Msinga KZ 244 , Administration	48	1	**unqualified audit opinion (2020/21 FY)**	Non-accumulative	Number	0	0	1	0	Inhouse			**AG reports**

25	all HODS			To develop an Audit action plan	**Action plan**	Number of Msinga Action plans Developed to address Auditor Generals findings (as per(2020/21 FY) Audit Report) by 30 June 2022	Umzinyathi DC , Msinga KZ 244 , Administration	49	1	**1**	Non-accumulative	Number	0	0	1	0	inhouse			**Action plan**
26	all HODS		To ensure proper administration in line with legislation	To implement the Msinga AG Action plan	**Action plan reports**	Number of Msinga Action plan implementation reports to address Auditor Generals findings (as per 2019/20 & 2020/2	Umzinyathi DC , Msinga KZ 244 , Administration	49.1	2	**2**	Accumulative	Number	1-(2019/20 FY)	0	2-(2020/21 FY)	0	Inhouse			**Agenda / progress report**

						1 Fy Audit Report) submitted to Council by 30 June 2022														
27	all HODS			To implement & report on Risk Register	**Risk register**	Number of reports on Risk register implementation submitted to AC by 30 June 2022	Umzinyathi DC , Msinga KZ 244 , Administration	50	4	**4**	Accumulative	Number	1	2	3	4	inhouse			**Agenda / progress report**
Back to Basics pillar no 5: Building institution & administrative capabilities																				
NO	**PROGRAM DRIVER**	**OUTCOME**	**STRATEGY**	**OBJECTIVE**	**PROJECTS**	**INDICATOR**	**REGION**	**KPI NO.**	**BASELINE**	**ANNUAL TARGET**	**ACCUMULATIVE /NON-ACCUMULATIVE5**	**UNIT OF MEASURE**	**Q1 - Target 30.9.2021**	**Q2 - Target 31.12.2021**	**Q3- Target 30.3.2022**	**Q4 - Target 3.6.2022**	**ANNUAL BUDGET**	**Reasons For Variance**	**Measures to improve Perfomance**	**PORTFOLIO OF EVIDENCE**

28	HOD (P)	More effective Municipal administration	To ensure proper administration in line with legislation	To submit 2021/22 Mid-Year Performance Report (S72 Report) to Council for adoption	**Mid year report**	Number of Msinga Mid-Year performance report (S72 Report) submitted to Council for adoption by 30/01. 2022)	Umzinyathi DC , Msinga KZ 244 , Administration	132	1	**1**	Non-accumulative	Number	0	0	1	0	Inhouse			**Council resolution**
29	HOD (P)			To Adopt 2020/2021 Annual Performance Report (s46 APR)	**APR**	Number of 2020/21 Msinga Final Annual Performance Report presented to Council for adoption by 30/9/2021	Umzinyathi DC , Msinga KZ 244 , Administration	135	1	**1**	Non-accumulative	Number	1	0	0	0	inhouse			**Council resolution**

30	HOD (P)				**Draft APR**	Number of 2020/21 Msinga Draft Annual performance report submitted to IA and AC for input and comments by 25/08/2021	Umzinyathi DC , Msinga KZ 244 , Administration	136	1	**1**	Non-accumulative	Number	1	0	0	0	Inhouse			**PAC agenda**
31	HOD (P)				**APR submission**	Number of Msinga final APR Submitted to CoGTA, AG, NT & PT by 31/09/21	Umzinyathi DC , Msinga KZ 244 , Administration	137	1	**1**	Non-accumulative	Number	1	0	0	0	inhouse			**Proof of submission**
32	HOD (P)			To Adopt Municipal SDBIP by 30/6/2022	**SDBIP**	Number of Msinga SDBIP 2022/2023 presented to Council for Mayor'	Umzinyathi DC , Msinga KZ 244 , Administration	138	2	**2**	Accumulative	Number	0	0	1-DRAFT	2-FINAL	Inhouse			**Council resolution**

						s endorsement by 30/6/2022													
33	HOD (P)				**Quarterly reports (Q1,Q2,Q3,Q4)**	Number of Msinga SDBIP Quarterly reports submitted to EXCO/ Council by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , Administration	139	4	**4**	Accumulative	Number	1	2	3	4	inhouse			**Agenda / progress report**
34	Municipal Manager		To ensure compliance with legislation	To adopt a Revised internal audit charter	**IA charter**	Number of Revised Msinga Internal Audit Charter submitted to Audit Committee for adoption by 30/6/2022	Umzinyathi DC , Msinga KZ 244 , Administration	217	1	**1**	Non-accumulative	Number	0	0	0	1	INHOUSE			**Copy of the revised charter /AC agenda /minutes**
Back to Basics pillar no 2: Service delivery																			
Improve Community and Environmental Health and Safety																			

NO	PROGRAM DRIVER	OUTCOME	OBJECTIVE	STRATEGY	PROJECTS	INDICATOR	REGION	KPI NO.	BASELINE	ANNUAL TARGET	ACCUMULATIVE /NON-ACCUMULATIVE5	UNIT OF MEASURE	Q1 - Target 30.9.2021	Q2 - Target 31.12.2021	Q3- Target 30.3.2022	Q4 - Target 3.6.2022	ANNUAL BUDGET	Reasons For Variance	Measures to improve Perfomance	PORTFOLIO OF EVIDENCE
NKPA BASIC SERVICE DELIVERY = 26 INDICATORS																				
35	HOD (TS)	outcome 4.9 Improved facilities	To ensure improved state of Municipal Infrastructure	To construct & complete 16 Two room houses - Ngenisile Thabede (ward 1), Khululiwe Mtshali (ward 1), Zazile Mchunu (ward 1),Ngema Family (ward 2), Mntungwa Family (ward 2), R. Mabaso (ward 4), P. Mntungwa (ward 4), Sazi Ndlovu (Ward 5), Phuthumile Mvelase (ward 6), Tshitshana Ndlovu (ward 6), Ngenzeni Dladla (ward 6), Sbhakela Mkhize (ward 7), Nkala Family (ward 7), Thembokwakhe Zulu (ward 10), Lingubani Zulu (ward 11), Bongisiwe Mchunu (ward 11)	**Two room house**	Number of Two room houses constructed and completed by 30/06/2022, Ngenisile Thabede (ward 1), Khululiwe Mtshali (ward 1), Zazile Mchunu (ward 1), Ngema Family (ward 2),	Umzinyathi DC , Msinga KZ 244 , WARD 1,1,2,2,4,4,5,6,6,6,7,10,11,11	156	New Projects	**16**	Non - Accumulative	Number	0	0	0	16	1 800 000,00			**Completion Certificate**

						Mntungwa (ward 2), R. Mabaso (ward 4), H. Mntungwa (ward 4), Sazi Ndlovu (Ward 5), Phuthumile Mvelase (ward 6), Tshitshana Ndlovu (ward 6), Ngenzeni Dladla (ward 6), Sbhakela Mkhize (ward 7), Nkala (ward 8), Thembokwakhe Zulu (ward 10), Lingub															

						ani Zulu (ward 11), Bongisiwe Mchunu (ward 11)													
36	HOD (TS)			To Costruct and complete of 4 Community Halls - Ngidi (ward 4), Lokoloko (ward 14), Ntshishili (ward 14) and Abna Phakathi (ward 16)	**Community Halls**	Number of Community Halls constructed and completed by 30/06/2022, Ngidi (ward 4), Lokolo	Umzinyathi DC , Msinga KZ 244 , WARD 4,14,14,16	169	178.5	**4**	Non-accumulative	Number	0	0	0	4	Equitable share			**Completion Certificate**

						ko (ward 14), Ntshishili (ward 14) and Abna Phakathi (ward 16)													
37	HOD (TS)		To improve education for Early Childhood	To construct and complete 5 Creches - Phaphamani (ward 3), Mbabane (ward 5), Siphethwini (ward 9), Fabeni (ward 10) and Mthaleni (ward 18)	**Creches**	Number of Creches constructed and completed by 30/06/2022, Phaphamani (ward 3), Mbabane (ward 5), Siphethwini (ward 9), Fabeni (ward 10) and Mthaleni (ward 18)	Umzinyathi DC , Msinga KZ 244 , WARD 10,3,5,9,18	168	New Projects	**5**	Non-accumulative	Number	0	0	0	5	Equitable share			**Completion Certificate**

38	HOD (TS)		Ensure easy access to sports facilities	To construct and complete sportfield	**Mvundlweni Sportfield**	Percentage constructed and completed (the remaining 95% of works) at Mvundlweni sportsfield (ward 10) by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , WARD 10	1713	5%	**100%**	Accumulative	Percentage	20%	50%	70%	100%	R1 500 000,00			**Completion Certificate**
39	HOD (TS)			To construct and complete Gobamagagu sportfield	**Gobamagagu Sportfield**	Percentage constructed and completed at Gobamagagu sportsfield by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , WARD 09	1736	New	**100%**	Accumulative	Percentage	0	20%	60%	100%	R8 000 000,00			**Completion Certificate**
40	HOD (TS)		Ensure easy access to sports facilities	To construct and complete Msizini sportfield	**Msizini Sportfield**	Percentage constructed and completed at Msizini sportsfield by	Umzinyathi DC , Msinga KZ 244 , WARD 14	1737	New	**60%**	Accumulative	Percentage	0	0	20%	60%	R2 000 000,00			**Progress Reports and Minutes**

						30/06/2022													
41	HOD (TS)			To construct and complete Sethembe sportfield	**Sethembe Sportfield-ward 08**	Percentage constructed and completed at Sethembe sportsfield by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , WARD 08	173.8	New	**20%**	Non-accumulative	Percentage	N/A	N/A	N/A	20%	R2 681 060 ,74			**Progress Reports and Minutes**
42				To construct and complete 100% of the project scope of Mzisho # 2 sportfield	**Mzisho #2 Sportfield**	Percentage constructed and completed at Mzisho # 2 sportsfield (the remaining 2% of the project scope) by 30/06/2022	Umzinyathi DC, Msinga KZ 244 Ward 5	173	98%	**100 %**	Non-accumulative	Percentage	0%	100 %	0%	0%	R83 841 ,92			**Progress Reports and Minutes**

43	HOD (TS)	outcome 4.4 Roads. Outcome 4.4.1 Improved Quality of Municipal road network	To provide a better Local access Road network	To construct and complete the new access road (Mfulamuni Road - 6.0km)	**Mfulamuni Road (6.0km)**	Percentage of Mfulamuni access Gravel Road (6.0km) constructed and completed by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , WARD 18	178.1	New	**100%**	Accumulative	Percentage	0%	20%	60%	100%	R9 000 000,00			**Completion Certificate**
44	HOD (TS)		To provide a better Local access Road network	To construct and complete the new access road (Phowane Road - 5.7km)	**Phowane Road (5.7km)**	Percentage of Phowane access Gravel Road (5.7km) constructed and completed by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , WARD 12	178.2	New	**100%**	Accumulative	Percentage	0%	20%	60%	100%	R7 000 000,00			**Completion Certificate**
45	HOD (TS)			To construct and complete the new access road	**Gonondo Road (5.0km)**	Percentage of Gonondo Access Gravel Road (5.0km	Umzinyathi DC , Msinga KZ 244 , WARD 16	178.3	New	**60%**	Accumulative	Percentage	0	0	30%	60%	R5 000 000,00			**Progress Reports and Minutes**

						) constructed and completed by 30/06/2022													
46	HOD (TS)		To provide a better Local access Road network	To construct and complete the new access road (Ezibomvini Road - 5.5km)	**Ezibomvini Road (5.5km)**	Percentage of Ezibomvini Access Gravel Road (5.5km) constructed and completed by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , WARD 13	178.4	50%	**100%**	accumulative	Percentage	70%	90%	100%	N/A	R1 500 000 ,00			**Completion Certificate**
47	HOD (TS)		To provide a better Local access Road network	To construct and complete the new access road (Ngongolo Road - 4.9km)	**Ngongolo Road (4.9km)**	Percentage of Ngongolo Access Gravel Road (4.9km) constructed and completed (the remaining	Umzinyathi DC , Msinga KZ 244 , WARD 06	178.5	20%	**100%**	Accumulative	Percentage	45%	65%	85%	100%	R8 000 000 ,00			**Completion Certificate**

						80% of work) by 30/06/ 2022													
48	HOD (TS)		To provide a better Local access Road network	To construct and complete the new access road	**Xholobane Road (4.5km)**	Percentage of Xholobane Access Gravel Road (4.5km) constructed and completed (the remaining 80% of work) by 30/06/ 2022	Umzinyathi DC , Msinga KZ 244 , WARD 05	178.6	20%	**100 %**	Accumulative	Percentage	45%	65%	85%	100%	R2 500 000 ,00			**Completion Certificate**
49			To provide a better Local access Road network	To construct and complete the new access gravel road (Mhlaba Road - 5.2km)	**Mhlaba Road (5.2km)**	Percentage of Mhlaba Access Gravel Road (5.8km) constructed and	Umzinyathi DC , Msinga KZ 244 , WARD 05	178,7	80%	**100 %**	Accumulative	Percentage	95%	100 %	0%	0%	R2 700 000 ,00			**Completion Certificate**

						completed (the remaining 20% of the project scope) by 30/06/ 2022													
50				To construct and complete the new access gracvel road (Thibeni Road - 5.0km)	**Thibeni Road (5.0km)**	Percentage of Thibeni Access Gravel Road (5.0km) constructed and completed (the remaining 18% of the project scope) by 30/06/ 2022	Umzinyathi DC , Msinga KZ 244 , WARD	179,4	56%	**100 %**	Accumulative	Percentage	95%	100 %	0%	0%	R2 090 000 ,00			**Completion Certificate**

51			To provide a better Local access Road network	Roads Maintenance through Construction plants programme	**Roads Maintenance Programme**	Number of Gravel Roads mantained as per road maintenance schedule plan by 30/06/2022 {Ward 1 (6 roads), Ward 2 (4 roads), Ward 8 (7 roads), Ward 9 (6 roads), Ward 12 (5 roads) and Ward 18 (9 roads)	Umzinyathi DC , Msinga KZ 244 , WARD 05	171	45	**37**	Non-accumulative	Percentage	8	17	27	337	3500000			**quarterly reports & schedule maintenance plan**
52	HOD (TS)	outcome 4.2 Electricity : 4.2.1	Accelerate electrification	To construct and complete Douglas # 3 (Gede-Obisini, Nyonyana-Ntathatha) Electrification with 268 connections	**Douglas # 3 (Gede-Obisini, Nyonyana-Ntathatha) Electrification with 268**	Percentage of Douglas # 3 (Gede-Obisini, Nyonyana-Ntath	Umzinyathi DC , Msinga KZ 244 , WARD 01	182	30%	**100 %**	Accumulative	Percentage	50%	70%	90%	100%	R4420000,00			**Completion Certificate**

					connections	atha) Electrification with 268 connections) constructed and completed [the remaining 70% of work] by 30/6/2022													
53	HOD (TS)		Accelerate electrification	To construct and complete Ngiyane / Ekuvukeni Electrification with 30 Connections	**Ngiyane / Ekuvukeni Electrification with 30 Connections(ward 8&9)**	Percentage of Ngiyane / Ekuvukeni connections) constructed and completed by 30/6/2022	Umzinyathi DC , Msinga KZ 244 , WARD 08 & WARD 09	184	New	**10%**	Non-accumulative	Percentage	0%	0%	0%	10%	R549 000 ,00			**Progress Reports and Minutes**
54	HOD (TS)			To construct and complete Mngeni Bulk Infrastructure	**Mngeni Bulk Infrastructure**	Percentage of Mngeni Bulk Infrastructure constructed and compl	Umzinyathi DC , Msinga KZ 244 , WARD 16	185	New	100 %	Accumulative	Percentage	0%	20%	60%	100%	R3 000 000 ,00			**completion certificate**

						eted by 30/6/2022													
55	HOD (TS)	outcome 4.2 Electricity : 4.2.1 Improved access to electric	Accelerate electrification	To construct and complete Ezingulubeni Ngcuba # 3 (Voltage Regulator)	**Ezingulubeni Ngcuba # 3 (Voltage Regulator)**	Percentage of Ezingulubeni Ngcuba # 3 (Voltage Regulator) constructed and completed by 30/6/2022	Umzinyathi DC , Msinga KZ 244 , WARD 13	250.2	New	**100 %**	Accumulative	Percentage	0%	40%	100 %	N/A	R1 892 576 ,00			**Completion Certificate**
56	HOD (TS)			To construct and complete Mngeni Electrification with 30 Connections	**Mngeni Electrification with 30 Connections**	Percentage of Mngeni Electrification with 30 connections) constructed and completed by 30/6/2022	Umzinyathi DC , Msinga KZ 244 , WARD 16	186	New	**15%**	non-Accumulative	Percentage	N/A	N/A	N/A	15 %	R750 000 ,00			**Progress Reports and Minutes**

57	HOD (TS)		Accelerate electrification	To construct the infrastructure to yield 12 household connections of Macanco (Phalafin Extension) Electrification	**Macanco (Phalafin Extension) Electrification {12 connections}**	Percentage of Macanco (Phalafin Extension) insfrastructure constructed to yield 12 household connections by 30/6/2022	Umzinyathi DC , Msinga KZ 244 , WARD 08 & WARD 03	250,1	New	**100 %**	Accumulative	Percentage	50%	90%	100 %	0%	R1 000 000 ,00			**Completion Certificate**
58	HOD (TS)			To energise 12 household connections of Macanco (Phalafin Extension) Electrification.	**Macanco (Phalafin Extension) Electrification {12 connections}**	Number of household connections of Macanco (Phalafin Extension) Electrification energised by 30/6/2022	Umzinyathi DC , Msinga KZ 244 , WARD 08 & WARD 03	251	New	**12**	non-Accumulative	Number	0	0	12	0				**Completion Certificate**

59	HOD (TS)		Environmental management and protection	To construct and complete 2 Green Town Entrances	**Green Town Entrances**	Percentage of Two (2) Green Town Entrances to be constructed and completed (the remaining 90% of work) by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , WARD 04 & WARD 05	21.1	10%	**100 %**	Accumulative	Percentage	35%	100 %	N/A	N/A	R500 000 ,00			**Completion Certificate**
60	HOD (TS)	outcome 4.5 Solid Waste Removal and	waste management	Proper management of waste	**Refuse Removal**	Percentage of new households with access to refuse removal at least once per week by 30/06/2021	Umzinyathi DC , Msinga KZ 244 , All Wards	202	100%	**100 %**	Non-accumulative	100 %	100%	100 %	100, 00%	100%	progress reports & accesss control register			**progress reports & accesss control register**
Back to Basics pillar no4: Sound Financial Management																				
Improved Budgeting, Reporting and Compliance																				

NO	PROGRAM DRIVER	OUTCOME	STRATEGY	OBJECTIVE	PROJECTS	INDICATOR	REGION	KPI NO.	BASELINE	ANNUAL TARGET	ACCUMULATIVE /NON-ACCUMULATIVE5	UNIT OF MEASURE	Q1 - Target 30.9.2021	Q2 - Target 31.12.2021	Q3- Target 30.3.2022	Q4 - Target 3.6.2022	ANNUAL BUDGET	Reasons For Variance	Measures to improve Perfomance	PORTFOLIO OF EVIDENCE
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT = 11																				
61	HOD (F)	outcome3.2 GOOD FINANCIAL PERFOMANCE . Outcome 3.2.3	To ensure Proper Financial administration	To ensure Budget management	**Budget management**	Number of monthly reconciliation reports (assets, creditors, payroll, debtors/rates, deposits, bank, suspense) prepare by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , Administration	92	96	**96**	Accumulative	Number	24	48	72	96	inhouse			**Reconciliation reports**
62	HOD (F)	outcome 3.1.2		To ensure Maintenance and compliance Asset Register	**FAR**	Number of updates on the FAR by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , Administration	93	4	**4**	Non-accumulative	Number	1	2	3	4	inhouse			**updated FAR**

63	HOD (F)	outcome 3.2 Good financial perfomance .		Approved Procurement Plan and implemented	**Procurement plan**	Number of Procurement Plan submitted and adopted by Council by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , Administration	94	1	**1**	Non-accumulative	Number	1	0	0	0	R0,00			**Council resolution**
64	HOD (F)			Approved Procurement Plan and implemented	**SCM reports**	Number of SCM reports produced on Implementation of procurement plan by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , Administration	95	4	**4**	Accumulative	Number	1	2	3	4	R0,00			**SCM reports**
65	HOD (F)			To ensure Creditors payments	**Creditor payments**	Turnaround time (in 30 days) for payment of creditors (from date of receipt of invoice) by	Umzinyathi DC , Msinga KZ 244 , Administration	99	30 days	**30 days**	Non-accumulative	Days	30 days	30 days	30 days	30 days	R0,00			**Creditor payment report**

						30/6/2022													
66	HOD (F)	outcome 3.2.3 Budget	Improved Budgeting, Reporting and Compliance	Adjustment Budget preparation	**Adjustment Budget**	Number of Adjustment budget submitted and approved by Council by 28 February 2022	Umzinyathi DC , Msinga KZ 244 , Administration	118	1	**1**	Non-accumulative	Number	0	0	1	0	R0,00			**Council resolution**
67	HOD (F)			Budget Management (reporting)	**S71**	Number of Section 71 reports submitted to Council by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , Administration	120	12	**12**	Accumulative	Number	3	6	9	12	R0,00			**s 71 reports**

68	HOD (F)	outcome 3.2 Good financial	Improved Budgeting, Reporting and Compliance	Payroll	**Payroll**	Number of salary payments reports produced by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , Administration	106	12	**12**	Accumulative	Number	3	6	9	12	R0,00			**Salary payment proof**
69	HOD (F)	outcome3.2 GOOD FINANCIAL PERFOMANCE .		Budget Management (reporting)	**S72**	Number of Sec 72 reports submitted to Council, Provincial Treasury and National Treasury by 30/01/2022	Umzinyathi DC , Msinga KZ 244 , Administration	121	1	**1**	accumulative	Number	0	0	1	1	R0,00			**s 72 submission/ Council resolution**
70	HOD (F)	Outocme 3.1. Financial position		**Budget Management** (reporting)	**Budget management**	current ratio of 1:1.50 at the end of the year (as per Section 10 of the Municipal Planning	Umzinyathi DC , Msinga KZ 244 , Administration	122	1:1.50	**1:1.50**	Non-accumulative	1:1.50	1:1.50	1:1.50	1:1.50	1:1.50	1:1.50			**Municipal Financial Ratios Report**

						and Performance Management Regulation 2001)													
71	HOD (F)	outcome3.2 GOOD FINANCIAL	Proper Financial administration	Monthly reviewed General Ledger	**GL reviews**	Number of Monthly reports on the review of General Ledger by 30/06/2022	Umzinyathi DC , Msinga KZ 244 , Administration	128	12	**12**	Accumulative	Number	3	6	9	12	R0,00			**GL reviews report**

NO.				
ACHIEVEMENT	100% KPI met	Target Achieved		
	KPI not measured	Not due this quarter		
	KPI Almost met 75-100%	Target Not achieved (in progress)		
	KPI not met 75% and less	Not achieved at all (Not started)		
		unreported		
	KPI extremely well met	Target over achieved		
	Total indicators	**71 Indicators**		
	TOTAL ORGANISATIONAL			

MR SL SOKHELA MUNICIPAL MANAGER

	PERFOMANCE ACHIEVED			

SECTION H: ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

H.1.0 PERFORMANCE MANAGEMENT SYSTEM

H.1.1 INTRODUCTION

The 2001 Municipal Planning and Performance Management Regulations stipulates that a Municipality's Performance Management System (PMS) must entail a framework that describes and represents how the Municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized, and managed, including determining the roles of the different role-players.

In line with the said legal requirement Msinga local Municipality is developed and adopted annually a policy for PMS which will need to fulfil, the principles that informed its development and subsequent implementation, the preferred performance model of the Municipality, the process by which the system will work, the delegation of responsibilities for different roles in the process and a plan for the implementation of the system.

H.1.2 PERFORMANCE MANAGEMENT AND MEASURES AT VARIOUS LEVELS

Performance management is applied to various levels within any organisation. The legislative framework as set out above provides for performance management at various levels in a Municipality including organisational (sometimes also referred to as Municipal, corporate, or strategic) level, departmental (also referred to as services, operational or section/team level) and lastly, individual level.

At organisational level, the five-year IDP of a Municipality forms the basis for performance management, whilst at operational level the annual SDBIP forms the basis. The IDP is a long-term plan and by its nature the performance measures associated with it will have a long-term focus, measuring whether a Municipality is achieving its IDP objectives. A SDBIP (both for the Municipality as a whole and that of a department) is more short-term in nature and the measures set in terms of the SDBIP, reviewing the progress made with implementing the current budget and achieving annual service delivery targets.

The measures set for the Municipality at organisational level is captured in an organisational scorecard structured in terms of the preferred performance management model of the Municipality. The measures at departmental level are captured in the SDBIPs of the various Departments of the Municipality.

By cascading performance measures from organisational to departmental level, both the IDP and the SDBIP, forms the link to individual performance management. This ensures that performance management at the various levels relate to one another which is a requirement of the 2001 Municipal Planning and Performance Regulations. The MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP of a Municipality and the measurable performance objectives approved with the budget.

H.1.3 OBJECTIVES OF THE PERFORMANCE MANAGEMENT SYSTEM

Performance Management System is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives as set out in the IDP. In doing so, it should fulfil the following functions:

H.1.4 DEVELOPMENT OF INDICATORS AND TARGETS (SMART PRINCIPLE)

The Municipality has developed the indicators which are qualitative and quantitative that indicates whether progress is being made in achieving the objectives and targets. Indicators as can be seen in the strategic framework are important because they:

- enable the review of objectives.
- provide a common framework for measuring and reporting.
- translate complex concepts into simple operational measurement variables.
- help to provide feedback to an organisation, its staff and stakeholders.
- help when comparing the Municipality's performance to that of others.

Defining a good performance indicator requires careful analysis on what is to be measured and a thorough understanding of the nature of the input, output, activities, and desired outcome. A performance indicator should meet the following criteria:

- **Reliable**-accurate enough for its intended use.
- **Well-**defined-clear and unambiguous.
- **Cost effective -** usefulness of collecting data must satisfy the cost.
- **Verifiable** - processes and system that produced the indicator can be validated.
- **Relevant** - relates to the Municipalities mandate.
- **Appropriate** - encourage service delivery.

Once suitable indicators have been set, the required level of performance has to be established using the SMART principle. This is to ensure that the targets set meet the following criteria:

- **Specific** - measure only those dimensions that the Municipally intends to Measure.
- **Measurable** -easy to calculate from data that can be generated speedily, easily & at reasonable cost.
- **Attainable** - able to attain the objectives (knowing the resources and capacities at the disposal of the community).
- **Realistic** - able to obtain the level of change reflected in the objective.
- **Time bound** - achievable within a defined time scale (this would not be applicable to a standing objective).

H.1.5 THE PROCESS OF MANAGING ORGANIZATIONAL & INDIVIDUAL PERFORMANCE

H.1.5.1ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM (OPMS)

Performance information indicates how well a Municipality is meeting its aims and objectives, and which policies and processes are working. Making the best use of available data and knowledge is crucial for improving the execution of its mandate. Performance information is key to effective management: including planning, budgeting, and implementation, monitoring and reporting. Performance information also facilitates effective accountability, enabling councillors, members of the public, and other interested parties to track progress, identify the scope for improvement and better understand the issues involved.

The Municipality delivers services essential to the well-being and development of communities. In order to ensure that service delivery is as efficient and economical as possible, municipalities are required to formulate strategic plans, allocate resources to the implementation of those plans, and monitor and report the results. Performance information is essential to focus the attention of the public and oversight bodies on whether municipalities are delivering value for money, by comparing their performance against their budgets and service delivery plans, and to alert managers where corrective action is required. Performance information also plays a growing role in budget allocations and will increasingly be used to monitor service delivery. This means the information must be accurate, appropriate, and timely.

The most valuable reason for measuring performance is that what gets measured gets done. If a municipality knows that its performance is being monitored, it is more likely to perform the required tasks- and to perform them well. In addition, the availability of performance information allows managers to pursue results-based management approaches, such as performance contracts, risk management, benchmarking, and market testing.

This Msinga Local Municipality's Performance Management Framework includes the following components:

- Policy; Systems, Procedures and Templates.

In preparing this review various performance system related documents have been utilised, the existing Policy document and related documents. The Performance Management Made Simple: Local Government handbook has been central to this review and the PMS framework espoused including the policy, systems, procedures, and templates.

- The IDP is the five-year strategic plan for the Municipality and the plan includes a 5-year strategic level Municipal scorecard and an organizational 1-year strategic scorecard as an Annexures to it. The IDP is the Planning of the OPMS.
- Flowing from the IDP the Annual Budget and annual operational plan which is the SDBIP and comprises the Departmental Operational Scorecards: which comprise of annual and quarterly performance targets and projected budget per source.
- From the SDBIP/Departmental scorecards the Performance Agreements of Departmental Heads are compiled and the performance management system if escalated downwards continues to cascade from the Head of Departments Performance Agreement and Departmental scorecard.
    - An Annual OPMS Calendar.
    - Structures and Role-definition as per the OPMS Process Plan; and

- Templates for reporting.

H.1.5.2 INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM)

In terms of the Regulations for Municipal Managers and Managers reporting directly to the Municipal Manager, all Performance Agreements were signed for the 2020/21 financial year. In respect of the 2021/22 financial year, this will be informed by the approved SDBIP by beginning of June 2021. In support of the PMS, a list of Annexures regarding the SDBIP and Organizational Scorecard are attached in this document.

Msinga Local Municipality has successfully cascaded PMS to all middle management as from the 2020/2021 financial year and will cascade to the lower levels the near future.

H.1.5.3 IN-YEAR PERFORMANCE REPORTING AND REVIEW

The submission of the scorecards to the Executive Committee for consideration and review of the performance of the Municipality as a whole is the next step in the process. The first such report is a major milestone in the implementation of any PMS, and it marks the beginning of what should become a regular event namely using the performance report as a tool to review the Municipality's performance and to make important political and management decisions on how to improve.

As indicated earlier it is recommended that the organisational and SDBIP scorecards be submitted to the Audit Committee and the Executive Committee for consideration and review on a quarterly basis. The reporting should therefore take place in:

- October (for the period **July to end of September** - quarter 1 of the financial year),
- January (for the period **October to the end of December** - quarter 2),
- April (for the period **January to the end of March** - quarter 3)
- July (for the period **April to the end of June** - quarter 4).

The review in January will coincide with the mid-year performance assessment as per section 72 of the MFMA. The said section determines that the accounting officer must by 25 January of each year assess the performance of the Municipality and report to the Council on inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

Performance review is the process where the leadership of an organisation, after the performance of the organisation have been measured and reported to it, reviews the results, and decided on appropriate action. The Audit Committee and the Executive Committee in reviewing the organisational and departmental scorecards submitted to it will have to ensure that targets committed to in the scorecard have been met, where they have not, that satisfactory and sufficient reasons have been provided by senior management and that the corrective action being proposed is sufficient to address the reasons for poor performance. If satisfied with the corrective action as proposed these must be adopted as formal resolutions of Council and noted in the minutes of the meeting and actioned accordingly.

H.1.5.4 ANNUAL PERFORMANCE REPORTING AND REVIEW

On an annual basis a comprehensive report on the performance of the Municipality also needs to be compiled. The requirements for the compilation, consideration, and review of such an annual report are set out in chapter 12 of the MFMA. In summary it requires that:

- All Municipalities for each financial year compile an annual report.
- The annual report be tabled within seven months after the end of the financial year.
- The annual report immediately after it has been tabled be made public and that the local community be invited to submit representations thereon.
- The Municipal Council consider the annual report within nine months after the end of the financial year and adopt an oversight report containing the council's comments on the annual report.

The oversight report as adopted be made public.

- The annual report as tabled and the Council's oversight report be forwarded to the Auditor-General, the Provincial Treasury and the department responsible for local government in the province; and
- The annual report as tabled and the Council's oversight report be submitted to the Provincial legislature.

The oversight report to be adopted provides the opportunity for full Council to review the performance of the Municipality. The requirement that the annual report once tabled, and the oversight report be made public similarly provides the mechanism for the general public to review the performance of the Municipality.

It is however proposed that in an effort to assist the public in the process and subject to the availability of funding, a user-friendly citizens' report be produced in addition to the annual report for public consumption. The citizens' report should be a simple, easily readable, and attractive document that translates the annual report for public consumption.

It is also proposed that annually a public campaign be embarked upon to involve the citizens of the Municipality in the review of Municipal performance over and above the legal requirements of the Municipal Systems Act and the MFMA. Such a campaign could involve all or any combination of the following methodologies:

- Various forms of media including radio, newspapers and billboards should be used to convey the annual report.
- The public should be invited to submit comments on the annual report via telephone, fax, and email.
- Public participation meetings could be held in a variety of locations to obtain input of the annual report.
- Making use of existing structures such as ward and/or development committees to disseminate the annual report and invite comments.
- Hosting a number of public meetings and roadshows at which the annual report could be discussed, and input invited.
- Producing a special issue of the Municipal newsletter in which the annual report is highlighted, and the public invited to comment; and
- Posting the annual report on the council website and inviting input.

The public review process should be concluded by a formal review of the annual report by the IDP Representative Forum of the Msinga local Municipality.
The performance report of a Municipality is only one element of the annual report and to ensure that the outcome thereof timeously inform the next cycle of performance planning in terms of an IDP compilation/review process, it is recommended that the annual performance report be compiled and completed as soon after the end of a financial year as possible but ideally not later than two months after financial-year end.

In line with the performance agreements that are entered into by the Municipal Manager and Managers directly accountable to the Municipal Manager, annual performance evaluations are conducted by a Panel of evaluators for the Section 54/56 Manager which consist of the Chairperson of the Audit Committee, MM of the Municipality, MM of another Municipality and Member of Ward Committee & the Executive Committee (EXCO) member to evaluate their performance against pre-determined objectives.

H.1.6 SUMMARY OF VARIOUS PERFORMANCE REPORTING REQUIREMENTS

The following table, derived from both the legislative framework for performance management and this PMS framework, summarises for ease of reference and understanding the various performance reporting deadlines as it applies to the Municipality:

REPORT	FREQUENCY	SUBMITTED FOR CONSIDERATION AND/OR REVIEW TO	REMARKS
1. SDBIPS	Quarterly	Executive Committee	See MFMA Circular 13 of National Treasury for further information
2. MONTHLY BUDGET STATEMENTS	Monthly	Mayor (in consultation with Exco)	See sections 71 and 54 of the MFMA
3. ORGANISATIONAL SCORECARD	Quarterly	Executive Committee and Audit Committee	This PMS framework
4. SDBIP MID-YEAR BUDGET AND PERFORMANCE ASSESSMENT	Annually during January of each year	Mayor (in consultation with Exco)	See sections 72 and 54 of the MFMA
5. PERFORMANCE REPORT	Annual	Council	See section 46 of the Municipal Systems Act as amended. Said report to form part of the annual report

F.2.5.1 ROLES AND RESPONSIBILITIES

STAKEHOLDERS	PERFORMANCE PLANNING	MEASUREMENT AND ANALYSIS	PERFORMANCE REPORTING & REVIEWS
Citizens and Communities	✓ Be consulted on needs. ✓ Develop the long-term vision for the area. ✓ Influence the identification of priorities; and ✓ Influence the choice of indicators and setting of targets.		✓ Be given the opportunity to review Municipal performance and suggest new indicators and targets.
Council	✓ Facilitate the development of a long-term vision. ✓ Develop strategies to achieve vision. ✓ Identify priorities. ✓ Adopt indicators and set targets		✓ Review Municipal performance annually
Executive Committee and the IDP Steering Committee	✓ Play the leading role in giving strategic direction and developing strategies and policies for the organisation. ✓ Manage the development of an IDP. ✓ Approve and adopt indicators and set targets. ✓ Communicate the plan to other stakeholders.		✓ Conduct the major reviews of Municipal performance, determining where goals had or had not been met, what the causal reasons were and to adopt response strategies
Municipal Manager + HODs	✓ Assist the Executive Committee in providing strategic direction and developing strategies and policies for the organisation. ✓ Manage the development of the IDP. ✓ Ensure that the plan is integrated. ✓ Identify and propose indicators and Targets Communicate the plan to other stakeholders	✓ Regularly monitor the implementation of the IDP, identifying risks early ✓ Ensure that regular monitoring (measurement, analysis, and reporting) is happening in the organisation. ✓ Intervene in performance problems on a daily operational basis	✓ Conduct regular reviews of performance. ✓ Ensure that performance reviews at the political level are organised. ✓ Ensure the availability of information. ✓ Propose response strategies to the Executive Committee.

H.1.7 THE AUDITING OF PERFORMANCE MEASURES

H.1.7.1 PURPOSE OF INTERNAL AUDIT

The role of internal audit is to provide independent assurance that an organisation's risk management, governance and internal control processes are operating effectively.

H.1.7.2 AUDIT COMMITTEE

The MFMA and the 2001 Municipal Planning and Performance Management Regulations require that the Municipal council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the Municipality. No Councillor may be a member of an audit committee. Council shall also appoint a chairperson who is not an employee.

The Regulations gives Municipalities the option to establish a separate performance audit committee whereas the MFMA provides only for a single audit committee. The operation of this audit committee when dealing with performance management is governed by section 14 (2-3) of the Regulations which require that the audit committee must:

- review the quarterly reports submitted to it by the internal audit unit.

- review the Municipality's PMS and make recommendations in this regard to the Council of the Municipality; and
- At least twice during a financial year submit an audit report to the Municipal Council.

In order to fulfil their functions a performance audit committee may, according to the MFMA and the Regulations.

- communicate directly with the council, Municipal manager or the internal; and external auditors of the Municipality concerned.
- access any Municipal records containing information that is needed to perform its duties or exercise its powers.
- request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

H.1.7.2.1 PERFORMANCE INVESTIGATIONS

The Audit Committee should also be able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. The performance investigations should assess:

- The reliability of reported information.
- The extent of performance gaps from targets.
- The reasons for performance gaps; and
- Corrective action and improvement strategies.

While the internal audit section may be used to conduct these investigations, it is preferable that external service providers, who are experts in the area to be investigated, should be used. Clear terms of reference will need to be adopted by the Council for each such investigation.

H.1.7.2.2 ANNUAL REVIEW OF THE PERFORMANCE MANAGEMENT SYSTEM

As stated earlier, one of the functions of the audit committee is to on at least an annual basis, review the PMS of the Municipality. It is envisaged that after the full cycle of the annual review and reporting is complete and the audit committee has met as required; the internal audit section will compile a comprehensive assessment/review report on whether the Municipality's PMS meets the system objectives and principles as set out in this framework and whether the system complies with the Systems Act, PMS Regulations and the MFMA.

This report then needs to be considered by the audit committee and any recommendations on amendments or improvements to be made to the PMS, submitted to Council for consideration.

The Municipal Systems Act requires the Municipality also annually evaluate its PMS. The review undertaken by the audit committee and its recommendations could serve as input into this wider Municipal review of the PMS and it is proposed that after the full cycle of the annual review is complete; the Municipal Manager will initiate an evaluation report, taking into account the input provided by departments. The report will then be discussed by the Management Team and finally submitted to the Council for discussion and approval.

H.1.7.2.3 AMENDMENTS TO KEY PERFORMANCE INDICATORS AND TARGETS

It is recommended that such amendments be proposed and be subject to the approval of the Executive Committee.

H.1.7.2.4 INTEGRATING PMS WITH THE COUNCIL'S EXISTING M\MANAGEMENT CYCLE

International best practice indicates that PMS stand the best chance to succeed if it is integrated with the current management cycle of the Municipality. The purpose of such a cycle would be to guide the integration of important processes such as the strategic planning or development process in terms of the IDP methodology, the annual budget process and the formal process of evaluating and assessing Council's performance in terms of the approved PMS and this framework.

It is recommended that the Municipality develop and adopt a similar cycle that suitable to its own circumstances and requirements.

H.1.7.2.5 INSTITUTIONAL ARRANGEMENTS

The implementation of the PMS in terms of this framework would require co-ordination and it is recommended that at organisational level be the task of the Manager responsible for the IDP/PMS. This is not to say that it would be the said person responsibility to measure, analyse and report on performance but only to ensure that this happens, and that material is collated and available for analyses and review as per this framework on behalf of the Municipal Manager.

At an individual level, the responsibility for co-ordination, administration and record keeping should be the responsibility of the Manager for IDP/PMS, the functions to be performed by the said Manager, amongst others are as follows:

- Providing strategic direction and developing of PMS.
- Manage the day to day of PMS.
- Identify and propose indicators and targets.
- Communicate the plan to other stakeholders.
- Co-ordination, administration, and record keeping of PMS.
- Conduct regular reviews of performance; and
- Ensure the availability of information.

The Municipality also needs to ensure that its internal audit section is capacitated to deal with the additional responsibilities it has in terms of performance management over and above its traditional financial audit responsibilities.

H.1.7.3 THE ROLE OF MSINGA INTERNAL AUDIT IN TERMS OF PERFORMANCE MANAGEMENT

The MFMA requires that the Municipality must establish an internal audit section which service could be outsourced depending on its resources and specific requirements. Section 45 of the Municipal Systems Act stipulates that the results of the Municipality's performance measures must be audited by the said internal audit section as part of the internal auditing process and annually by the Auditor-General.

The Municipal Planning and Performance management Regulations stipulates that internal audit section must on a continuous basis audit all performance and the auditing must include an assessment of the following:

a. The functionality of the municipality's performance management system.
b. Whether the municipality's performance management system complies with the act.
c. The extent to which the municipality's performance measurements are reliable in measuring the performance of municipalities by making use of indicators.
d. A professional duty to provide an unbiased and objective view through being independent from the operations and evaluate and report to the highest level in an organisation: Senior Managers and Governors.

H.1.7.3.1 FUNCTIONS OF INTERNAL AUDIT

The department executes an approved audit plan and will perform the following tasks in accordance with its overall strategy:

- Verify the existence of assets and recommend proper safeguards for their protection.
- Evaluate the adequacy of the system of internal controls.
- Recommend improvements in controls.
- Assess compliance with policies and procedures and sound business practices.
- Assess compliance with state and federal laws and contractual obligations.
- Review operations/programs to ascertain whether results are consistent with established objectives and whether the operations/programs are being carried out as planned.
- Investigate reported occurrences of fraud, embezzlement, theft, waste, etc.

H.1.7.3.2 RISK MANAGEMENT RESPONSIBILITY

The Risk Committee (the "Committee") is an independent committee that has, as its sole and exclusive function, responsibility for the oversight of the risk management policies and practices of the municipal operations and oversight of the operation of the enterprise risk management framework.

Functions of risk management committee amongst others are.

- Writing a mission statement for risk management in the organization
- Communicating with every section of the business to promote safe behaviour.
- Identifying risk management policy and processes.
- Pinpointing all risk exposures (what "keeps employees awake at night")
- Assessing risk management and financing alternatives as well as external conditions in the insurance markets.

Committee sits quarterly, consists of Deputy directors for all departments within the municipality and is chaired by an external chairperson, Mr Madonsela.

A municipal risk assessment is conducted annually. The Risk register is a live document that is updated as and when new risks emerge.

Fraud risk register is in place and is updated on an annual base. Anti-fraud and corruption strategy is in place, and we are trying by all means to implement it, but budget constraints give us challenges.

AUDIT FINDING	NEW OR RECURRING FINDING	ROOT CAUSE	MUNICIPAL ACTION TO RESOLVE THE FINDING, ENSURING NON-RECURRENCE	% OF AUDIT QUERIES RESOLVED AS PER AUDIT ACTION PLAN IN ACCORDANCE WITH TIMEFRAMES (BOTH FINANCIAL AND PERFORMANCE FINDINGS)
Restatement of corresponding figures	Recurring finding	The corresponding figures for 30 June 2018 were restated as a result of errors in the financial statements of the Municipality at and for the year ended, 30 June 2019.	This finding was resolved when the final set of AFS was submitted to AG.	100%
Material impairments – Trade debtors		The Municipality provided for the impairment of trade debtors totalling R31.56 million (2017-18: R31.36 million)		
Number ok km's of Gravel	There was no logical link between the indicator and the target, and the target is therefore not relevant.	The PMS unit revised all the indicators and targets to conform to the Framework for the managing of programme performance information (FMPPI)	100%	

H.1.8 BACK TO BASICS

This wide-ranging programme is aimed at rekindling the spirit of effective service delivery, efficient administration, and clean governance. It means that we must provide basic services like electricity, refuse removal and access roads on time and on a regular basis. The programme will ensure that we continue to improve the lives of Msinga people through service delivery while at the same time ensuring good governance.

The Back-to-Basics approach supports a transformation agenda, which is premised on the need to ensure functional Municipalities. It is informed by the constitution, legislation, and programmes, intended at unleashing a new agenda aimed at changing government's approach and strategic orientation especially at local level towards serving the people whilst ensuring service delivery.

The Ministry of Co-Operative Governance and Traditional Affairs has pursued the Back to Basic approach to strengthen Municipalities, installing a sense of urgency towards improving the lives of citizens. Projects are run through Operation Sukuma Sakhe.

The Back-to-Basics template is submitted in terms of the requirement by both DCOG for monthly reporting and KZN COGTA for quarterly reporting in terms of the Back-to-Basics programme.

Quarterly assessments of Municipalities are conducted through an integrated approach, which is inclusive of the following:

- Comprehensive Monitoring Evaluation Tool (CMET) that requires input from all units in the Municipality to complete applicable indicators. There are 35 Key Performance Indicators in total.
- Support Plans are based on input from Municipalities and CoGTA's Implementation plan and the quarterly activities implemented by Municipalities, COGTA business units and sector departments.
- Special consideration is given to key fundamental municipal indicators such as audit opinion, political stability, and financial position.

The new assessment approach came in 2018/2019 financial year which is a two-step process as outlined below.

- **Step 1:** The scoring and performance rating on the Comprehensive Monitoring and Evaluation Tool (CMET).
- The final CMET scoring serve as the preliminary categorisation of Municipalities as follows:
  - Functional – 70% & above
  - Challenged - 50% - 69%
  - Requiring Intervention – 0 - 49%
- **Step 2:** The consideration all other functionality factors applied to categorize Municipalities and focus on the performance of the Municipality.

Final Categorization will be determined by the COGTA Local Government branch by considering key fundamental indicators as listed.

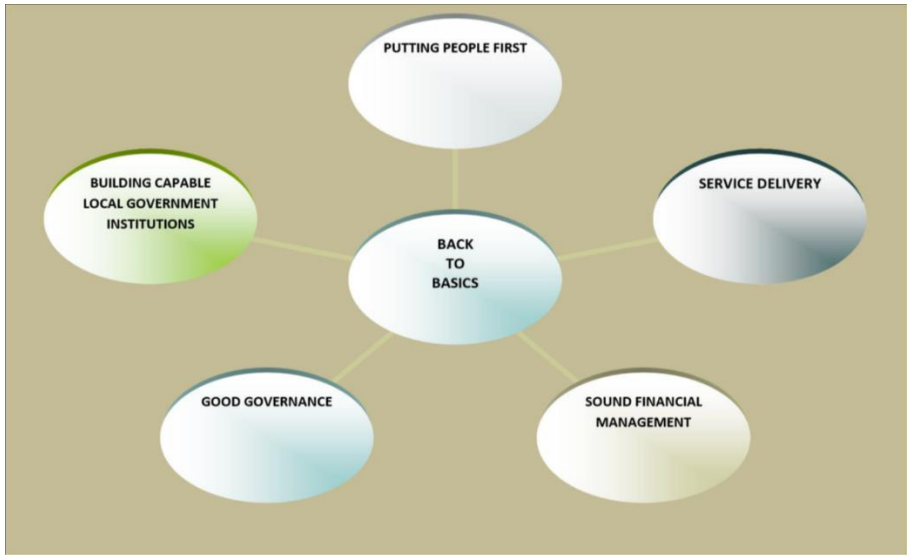


FIGURE 34: B2B SUPPORT PLAN

ANNEXURE 1: ANNUAL PERFORMANCE REPORT (APR) 2019-20

S46 - ANNUAL PERFORMANCE REPORT - MSINGA LOCAL MUNICIPALITY – 2019-2020 (PERIOD OF 01 JULY 2019-30 JUNE 2020)																
01 - BACK TO BASICS: GOOD GOVERNANCE																
PROMOTE PUBLIC KNOWLEDGE AND AWARENESS																
No	**PROGRAM DRIVER**	**OBJECTIVE/STRATEGY AS PER IDP**	**INDICATOR**	**NKPA**	**OUTCOME 9**	**KPI NO.**	**TARGET 2018/2019**	**ACTUAL 2018/2019**	**REGION**	**BASELINE**	**ORIGINAL ANNUAL TARGET 2019/20**	**ADJUSTED ANNUAL TARGET 2019/20**	**ACTUAL AS AT 30/6/2020**	**STATUS: ACHIEVED / NOT ACHIEVED**	**MEASURES TO IMPROVE PERFORMANCE**	**POE**
1.	HOD (P)	To review the Spatial Development Framework (SDF) to be SPLUMA compliant as per chapter 21.	Number of Msinga draft Spatial Development Framework (SDF) reviewed by 30/06/2020	**CROSS CUTTING**	Outcome 5.2: Functional Land Management System Spatial Planning	141	Development of the new 2018/19year Spatial Development Framework and LUMS by 30/6/2020	SDF Procurement processes completed by 30/03/19. first SDF inception meeting & report held by 30/3/19	uMzinyathi, Msinga, Administration	1st SDF inception report by 30/3/2019	Reviewed SDF by 30 June 2020	01 Msinga draft Spatial Development Framework (SDF) reviewed by 30/06/2020	01 Msinga draft Spatial Development Framework (SDF) reviewed by EXCO 24/06/2020	Achieved		Draft SDF/ Council /Exco Resolution
2.	HOD (Co)	To conduct 2019/20 Midyear Performance Assessments for s54/56 Managers	Number of 19/20 Mid-Year performance assessments for s54/56 Managers conducted by 31 March 2020	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT**	Outcome 2.1: More effective Municipal administration	222	2018/019 Mid-Year performance assessments for s54/56 managers conducted by 31 March 2019	A Mid-year performance assessment was conducted on the 08 February 19. 2018/19. Annual assessment for 2017/2018 for s54/56 Managers was done 03/8/2018. Assessment report was tabled to Council by 28 March 19 by the Chairperson /PMS Manager.	uMzinyathi, Msinga, Administration	1	Conduct 2019/20 Mid-Year performance assessments for s54/56 managers by 31 March 2020	19/20 Mid-Year performance assessments for s54/56 Managers conducted by 31 March 2020.	(01) 19/20 Mid-Year performance assessments for s54/56 Managers conducted 14.02.2020	Achieved		Minutes and Attendance Register
3.	HOD (MM)	To conduct Ward Committees meetings as to implement the Provincial Policy Framework	Number of Ward Committee meeting conducted in all 18 wards by 30/06/2020	**GOOD GOVERNANCE**	Outcome 2: Improved Municipal stakeholder engagement.	33	216 ward committee meetings by 30/6/19	216 ward committee meetings by 30/6/19	uMzinyathi, Msinga, Administration	216	Conduct 216 ward Committee meetings by 30/06/2020.	216 Ward Committee meeting conducted in all 18 wards by 30/06/2020.	162 Ward Committee meeting conducted in all 18 wards by 30/06/2020.	Not Achieved	Ward committee meetings were unable to be conducted due to Lockdown and the majority of ward committee memb	Agenda and Attendance Register

															ers do not have access to internet to conduct meetings virtually. New schedule will be done and implemented after the National Lockdown.	
4.	HOD (Co)	To conduct Mayoral Izimbizo for all 18 Wards	Number of Mayoral imbizo's conducted in all 18 wards by 30/06/2020.	**GOOD GOVERNANCE**	Outcome 2: Improved Municipal stakeholder engagement.	34	18 Mayoral Imbizo by 30/6/19	18 Mayoral Imbizo by 30/6/19	uMzinyathi, Msinga, Administration	18	Conduct 18 Mayoral Izimbizo meetings by 30 /06/2020	18 Mayoral imbizo's conducted in all 18 wards by 30/06/2020	13 Mayoral imbizo's conducted in all 18 wards by 30/06/2020.	Not Achieved	All community engagements from the 26.3.202 were cancelled due to the National Lockdown and the majority of ward committee members do not have access to.	Programme & Attendance Register
5.	HOD (Co)	To have effective secretariat services to Council and standing committees	Number of Msinga Municipal council Meetings conducted by 30/06/2020	**GOOD GOVERNANCE**	Outcome 2.2: Improve Council functionality	42	04 council meetings by 30/6/19	07 council meetings by 30/6/19	uMzinyathi, Msinga, Administration	6	Conduct 04 council meetings by 30/6/2020.	04 Msinga Municipal Council meetings conducted by 30/06/2020	06 Msinga Municipal Council meetings conducted by 30/06/2020	Overachieved		Agenda and Attendance

6.	HOD (Co)	To have effective secretariat services to Council and standing committees	Number of Msinga Municipal subcommittee meetings (Corporate, Technical, Community, Development Planning, Finance) conducted by 30/06/2020)	**GOOD GOVERNANCE**	Outcome 2.2 Improved Council functionality	43	20 council subcommittee meetings by 30/6/19 (Corporate, Technical, Community, Development Planning, Finance)	20 council subcommittee meetings by 30/6/19 (Corporate, Technical, Community, Development Planning, Finance)	uMzinyathi, Msinga, Administration	20	conduct 20 Council Subcommittee Meetings by 30/6/2020	20 council subcommittee meetings by 30/6/19 (Corporate, Technical, Community, Development Planning, Finance)	20 council subcommittee meetings by 30/6/19(Corporate, Technical, Community, Development Planning, Finance)	Achieved		Agenda and Attendance Register
7.	HOD (Co)	To have effective secretariat services to Council and standing committees	Number of Msinga Exco meetings conducted by 30/06/2020	**GOOD GOVERNANCE**	Outcome 2.2 Improved Council functionality				uMzinyathi, Msinga, Administration	12	Conduct 12 EXCO meetings by 30/6/2020	12 Msinga Exco meetings conducted by 30/06/2020.	12 Msinga Exco meetings conducted by 30/06/2020	Achieved		Agenda and Attendance Register
8.	HOD (Co)	To have effective secretariat services to Council and standing committees	Number of MPAC Meetings conducted by 30 June 2020	**GOOD GOVERNANCE**	Outcome 2.2: Improved Council functionality	46	03 MPAC meetings per year by 30/6/19	03 MPAC meetings held per year by 30/6/19	uMzinyathi, Msinga, Administration	4	Conduct 04 MPAC meetings by 30/6/2020	04 MPAC Meetings conducted by 30/06/ 2020	04 MPAC Meetings conducted by 30/062020	Achieved		Agenda and Attendance register
9.	HOD (P)	To submit Municipal Draft Integrated Development Plan (IDP) for the 2020/2021 Financial Year (FY).	Number of Draft IDP submitted to Msinga Council for adoption by 30 March 2020	**CROSS CUTTING**	Outcome 5.1: A credible IDP aligned to the ONE PLAN	143	19/20 Final IDP submitted to standing committee and Council for adoption by 30/6/19	19/20 Draft l IDP submitted to standing committee and Council for adoption by 28/3/19	uMzinyathi, Msinga, Administration		IDP submitted for adoption to council by 30/6/2020	01 Draft IDP submitted to Msinga Council for adoption by 30/03/2020	01 Draft IDP submitted to Msinga Council for adoption by 25.03. 2020	Achieved		Council Resolution
10.	HOD (P)	To submit Municipal final IDP for the 2019/20 FY.	Number of 2020/2021 Final IDP submitted to Msinga Council for adoption by 30 June 2020	**CROSS CUTTING**	Outcome 5.1: A credible IDP aligned to the ONE PLAN	144	19/20 Final IDP submitted to standing committee and Council for adoption by 30/6/19	19/20 Final IDP submitted to standing committee and Council for adoption by 28/6/19	uMzinyathi, Msinga, Administration	2	DRAFT IDP submitted for adoption to council by 30/3/2020	One (01) 2020/2021 Final IDP submitted to Msinga Council for adoption by 30/06/2020	One (01) 2020/21 Final IDP submitted to Msinga Council for adopted by 27.05. 2020	Achieved		Council Resolution
11.		To review Msinga Municipality's 2020/21 Housing Sector	Number of Msinga Housing Sector Plan reviewed by EXCO by 30/06/2020	**CROSS CUTTING**	Outcome 5.2: Functional Land Management System and Spatial	145	Adopt a Housing Sector Plan by EXCO by 30/6/19	HSP is in the procurement process on 30/6/19	uMzinyathi, Msinga, Administration	Procurement process completed by 30.6.19.	Adopted Housing Sector Plan by Council by 30/6/2020	One (01) draft HSP reviewed by Exco by 30/6/2020	One (01) draft HSP reviewed by Exco 24.6.2020	Achieved		Exco/Council Resolution
12.	HOD (CS)	To conduct Public Awareness Campaigns	Number of Msinga Public Awareness campaigns (traffic, fire, youth, disaster awareness campaigns) conducted by 30/06/2020	**GOOD GOVERNANCE**	Outcome 2: Improved Municipal stakeholder	63	N/A	N/A	uMzinyathi, Msinga, All wards	New	Conduct 45 Traffic, fire, and disaster Awareness Campaigns by 30/6/2020	40 Msinga Public Awareness campaigns (traffic, fire, youth, disaster, awareness campaigns) conducted by 30/06/2020	55 Msinga Public Awareness campaigns (traffic, fire, youth, disaster awareness campaigns) conducted by 30/06/2020	Overachieved	The increase in the campaigns conducted was due to the disinfection programme activated during	Pictures and Programme

															the Lock Down	
13.	HOD (CS)	To host world Aids celebration/commemorations	Number of Msinga World AIDS commemorate on events (World aids day ward 7 hosted by 30/06/2020	**CROSS CUTTING**	Outcome 4.6: Fires, disasters, and emergency services	66	World aids celebration /commemorations by 30/6/19	World aids celebration /commemorations held on 05 and 07/012/2018	uMzinyathi, Msinga, All wards	01	01 World aids celebration commemorations by 30/12 /2020	01 Msinga World AIDS commemoration events (World aids day ward 7 hosted by 30/06/2020	01 Msinga World AIDS commemoration events (World aids day ward 7 hosted by 05/012/19	Achieved		Pictures
14.	HOD (CS)	To host umcimbi weBhayi	Number of Umcimbi weBhayi hosted at Efabeni by 30/06/2020	**LED**	Outcome 4.7.1: Growing local economies.	59	N/A	N/A	uMzinyathi, Msinga, All wards	01	Host Umcimbi weBhayi by 30/6/2020	01 Umcimbi weBhayi hosted at Efabeni by 30/06/2020	01 Umcimbi weBhayi hosted at Efabeni by 16/08/19	Achieved		Group Performance Register & Pictures
15.	HOD(CS)	To host Msinga Marathon	Number of Msinga Marathon hosted at Pomeroy by 30/06/2020.	**LED**	Outcome 4.7.1: Growing local economies	70	Hosting of Msinga Marathon by 30/6/19	Hosted Msinga Marathon on the 01/5/19	uMzinyathi, Msinga, All wards	01	hold 01 Sports Indaba by 30/6/2020	01 Msinga Marathon hosted at Pomeroy by 30/06/2020	0 Msinga Marathon hosted at Pomeroy by 30/06/2020	Not Achieved	The race was set for the 26/04/2020 but, the effect of COVID-019 Lock Down in March 2020 forced the cancellation of all contact sport games. Even on relaxation of regulations, sports remained prohibited in adhering to government regulations, the	Quarterly & Technical reports/pictures

															projec t to be cancel led compl etely	
16.	HOD (CS)	To host iscathamiya Event	Number of Isicathamiya event hosted at Ntili by 30/06/2020	**LED**	Outcome 4.7.1: Growing local economies	71	Hosting Isicathamiya Event by 30 December 2018	Hosted Isicathamiya Event on 31/012/ 19	uMzinyathi, Msinga, All wards	01	host 01 Iscathamiya event by 30/12 /2019	01 Iscathamiya event hosted at Ntili by 30/06/2020	01 Iscathamiya event hosted at Ntili by 21/12/19	Achieved		Group Performance Register & Pictures
17.	HOD (CS)	To host Msinga Maskandi Festival	Number of Maskandi Festival Hosted at Emphelankani by 30/06/2020	**LED**	Outcome 4.7.1: Growing local economies	72	Hosting Maskandi Festival by 30 June	Hosted Maskandi Festival on 04/05/19	uMzinyathi, Msinga, All wards	01	host 01 Maskandi Festival by 30/6/2020	01 Maskandi Festival Hosted at Emphelankani by 30/06/2020	01 Maskandi Festival Hosted at Emphelankani by 016/12/19	Achieved		proof of submission/ resolution
18.	HOD (P)	To submit and adopt Process Plan for the revision of the Municipal Integrated Development Plan (IDP) for 2020/2021 FY)	Number of IDP process plans for the revision of the 2020/21 IDP submitted to Council adoption by 30/6/2020	**LED**	Outcome 4.7.1 Growing local economies	151	Draft IDP Process Plan for revision of 19/20 & submit to Standing Committee for Council adoption by 30-Sep-019	Draft IDP Process Plan for revision of 19/20 & submitted to standing Committee for Council adoption by 08 August 2018. The draft PP was submitted to DCOGTA on 001/08/2018. The final PP was submitted on the 16/10/19	uMzinyathi, Msinga Administrati on	01	Draft IDP process plan for the revision of the 2020/21 IDP submitted to standing committee for Council adoption by 30/6/2020.	01 IDP process plan for the revision of the 2020/21 IDP submitted to Council adoption by 30/6/2020	01 IDP process plan for the revision of the 2020/21 IDP submitted to Council adoption by 28.8.2019 and to DCOGTA by 31/7/19	Achieved		proof of submission/ resolution
19.	HOD (CS)	To host annual Reed Dance	Number of Annual Reed Dance hosted at Mkhuphulang wenya by 30 September 19	**LED**	Outcome 4.7.1 Growing local economies	75	Conduct & Participate in Young Maidens Annua Reed Dance by 30 September 19	Conducted & Participated in Young Maidens Annual Reed Dance on the 30/09/19.	uMzinyathi, Msinga, All wards	01	01 Reed dance conducted by 30 September 2019	01 Annual Reed Dance hosted at Mkhuphulang wenya by 30/09/19	01 Annual Reed Dance hosted at Mkhuphulang wenya Local Camp: 26 - 27/07/19	Achieved		Report /Pictures
20.	HOD (CS)	To host Mayoral Cup	Number of Msinga Mayoral Cup hosted at Pomeroy by 30/6/2020	**LED**	Outcome 4.7.1 Growing local economies	78	Host Msinga Mayoral Cup by 30/6/19	Hosted Msinga Mayoral Cup 27/4/19 and	uMzinyathi, Msinga, All wards	01	Host 01 Msinga Mayoral Cup by 30/6/2020	01 Msinga Mayoral Cup hosted at Pomeroy by 30 June 2020	01 Msinga Mayoral Cup hosted at Pomeroy by 30/06/2020	Not Achieved	The Cup was set for the 01/05/ 2020 howev er, the effect of COVI D-019 Lock Down in March 2020 forced the cancel lation of all conta ct sport	Quarterly & Technical reports/pictures

															games. In adhering to government regulations, the project to be cancelled completely	
21.	HOD (CS)	To host Msinga Sports Local selections.	Number of Msinga sport Local Selections hosted at Pomeroy by 30/6/2020	LED	Outcome 4.7.1 Growing local economies	79	Host Local Selection per sporting codes and presentation of Msinga Local Team at District Level by 30/6/19	Hosted Local Selection per sporting codes and presentation of Msinga Local Team at District Level on 25/08/2018, 06/010/2018 and 06/09/2018	uMzinyathi, Msinga, All wards	01	Hosting of 01 Local Selection per sporting codes and representation of Msinga Local Team at District Level by 30/6/2020	01 Msinga sport Local Selections hosted at Pomeroy by 30/6/2020	01 Msinga sport Local Selections hosted at Pomeroy by 30/09/19	Achieved		Quarterly & Technical reports/pictures
22.	HOD (CS)	To host Disability Sports Day	Number of Disability Sports Day hosted at Pomeroy by 30/06/2020	CROSS CUTTING	Outcome 4.7.1 Growing local economies	80	N/A	N/A	uMzinyathi, Msinga, All wards	01	01 Disability Sports Day by 30 June 2020	01 Disability Sports Day hosted at Pomeroy by 30/06/2020	0 Disability Sports Day hosted at Pomeroy by 30/06/2020	Not Achieved	This event was scheduled to be hosted in June 2020 but, the effect of COVID-019 Lock Down in March 2020 forced the cancellation of all contact sport games. Even on relaxation of	Pictures

															regulations, sports remained prohibited. In adhering to government regulations, the project to be cancelled completely	
23.	HOD (CS)	To implement Ward Youth Projects as per Ward Based Plans in the IDP2019/2020	Number of Youth Projects implemented in all wards by30/6/2020.	**CROSS CUTTING**	Outcome 4.7.1 Growing local economies	82	N/A	N/A	uMzinyathi, Msinga, All wards	18	18 ward projects implemented by 30/6/2020	36 Youth Projects implemented in all wards by 30/6/2020	65Youth Projects implemented in all wards by 30/6/2020	Overachieved		Control file
24.	HOD (CS)	To assist Tertiary learners with registration	Number of Learners Assisted with Tertiary registration in 18 wards by 30/6/2020	**LED**	Outcome 4.7.1 Growing local economies	83	N/A	N/A	uMzinyathi, Msinga, all wards	181	75 Learners Assisted with Tertiary registration by 30/6/2020	60 Learners Assisted with Tertiary registration in 18 wards by 30/6/2020	107 Learners Assisted with Tertiary registration in 18 wards by 30/6/2020	Overachieved		Control file/ Bursary forms
25.	HOD (CS)	To host Youth Day Celebration	Number of Youth Day celebrations hosted at Pomeroy by 30/06/2020	**LED**	Outcome 4.7.1 Growing local economies	84	Host Youth Day celebration by 30 June	Hosted youth day celebration on the 27/6/19	uMzinyathi, Msinga, All wards	01	Host 01 Youth Day celebration by 30 June 2020	04 Youth Forum meetings conducted by 30 June 2020	03 Youth Forum Meetings held on the 18/11/2019; 29/11/2019; 24/01/2020) were conducted by 30 June 2020	Not Achieved	The following meeting scheduled for the 4th Quarter was cancelled due the effect of COVID19 Lock Down in March 2020. In adhering to	Pictures/ Program

															government regulations, all Physical meetings, and unrelated COVID-19 movements were minimised, and later cancelled. Alternatively, virtual meetings were impossible due to poor network coverage and complains received on lack of data.	
26.	HOD (P)	To adopt LED strategy	Number of Msinga Draft LED strategies adopted by Council by 30/6/2020	**LED**	Outcome4.7.1 Growing local economies	154	N/A	N/A	uMzinyathi, Msinga, Administration	LED Strategy (reviewed in 2012)	01 LED Strategy review by 30/6/2020	01 Draft LED Strategy review by 30/6/2020	01 Draft LED Strategy reviewed by Development Subcommittee June 17.06.2020	Not Achieved	The Draft LED strategy has not been taken to Council for approval because public consultation is still	Council Resolution

															pending. The consultative process of the Municipality will commence after lockdown when normal consultation processes resume. The LED strategy shall be adopted by 31/12/2020	
27.	HOD (P)	To conduct a Feasibility study of Kopi Tourism Center	Number of Feasibility studies of Kopi Tourism conducted by 30/06/2020	**LED**	Outcome4.7.1 Growing local economies	155	Construction of Kopi Curio shop by 30/6/2020	Project Design have been completed.	uMzinyathi, Msinga, Administration	New	Complete construction of Kopi Curio shop phase 1 by 30/6/2020	01 Feasibility study of Kopi Tourism conducted by 30/06/2020	01 Feasibility study of Kopi Tourism conducted by 30/06/2020	Not Achieved	The project was started late in the year. The Feasibility study has not been adopted as yet. It shall be completed in in 2020/21 the project has been rolled over to	Inception report/ Draft report

															2020/21 and shall be adopted by 30.9.2020	
28.	HOD (P)	To capacitate SMMEs within Msinga Area	Number of SMME's within Msinga area capacitated by 30/06/2020	**LED**	Outcome4.7.1 Growing local economies	157	N/A	N/A	uMzinyathi, Msinga, Administration	New	30 SMME's capacitated by 30 June 2020.	30 SMME's within Msinga area capacitated by 30/06/2020	60 SMME's within Msinga area capacitated by 30/06/2020	Overachieved	The Municipality partnered with EDTEA and Social Development departments and conducted more trainings: (50) SMMEs on the 18/02/2020 in collaboration with EDTEA. 02-06/03/2020 a training with Soc. Dev. at Msinga library (10) participants.	A List of assisted SMMEs/ attendance register
29.	HOD (P)	To host BUSINESS INDABA/LED summit	Number of Business Indaba/ LED summit hosted at Mphelankani by 30/06/2020	**LED**	Outcome4.7.1 Growing local economies	158	N/A	N/A	uMzinyathi, Msinga, Administration	01	01 Business Indaba by 30 June 2020	01 Business Indaba/ LED summit hosted at Mphelankani by 30/06/2020	01 Business Indaba/ LED summit hosted at Mphelankani by the 20th to 21st/11/2019	Overachieved	The Municipality hosted a two-day progra	Reports/Program

															mme with uMzinyathi District and managed to have a successful business Indaba than had planned	
30.	ALL	To achieve unqualified audit	Number of unqualified audit opinion (2018-19 FY) achieved by Msinga Municipality by 30 December 19	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT**	Outcome 3.1 Good Financial Performance	48	2017/2018 Financial year unqualified audit opinion achieved by 31 December 2018	Unqualified Audit Opinion received for year 2017/18 Financial Year on the 5th December 2018	uMzinyathi, Msinga, Administration	Unqualified	2018/19 Financial year unqualified audit opinion achieved by 30 December 2019	01 unqualified audit opinion (2018-19 FY) achieved by Msinga Municipality by 31/12/2019	01 unqualified audit opinion (2018-19 FY) achieved by Msinga Municipality by 31/12/2019	Achieved		Audit General reports
31.	ALL	To develop Audit action plan	Number of Msinga Action plans developed to address Auditor Generals (AG) findings (as per 2018-19 Audit Report) by 30 June 2020	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT**	Outcome 3.1 Good Financial Performance	49	Developed and Implemented of Action Plan to address Auditor Generals findings per 2017/18 Audit Report by 30 June 19	Developed implemented and monitored an AG Action Plan to address Auditor Generals findings per 2017/18 Audit Report by 31/12/2018. 90% of the concerns are addressed	uMzinyathi, Msinga, Administration	01	Develop and Implement 01 Action Plan to address Auditor Generals findings per 2018 /2019 Audit Report by 30 June 2020	01 Msinga Action plans developed to address Auditor Generals findings (as per 2018-19 Audit Report) by 30/06/ 2020	01 Msinga Action plans developed to address Auditor Generals findings (as per 2018-19 Audit Report) by 31/12/19	Achieved		Action plan
32.	ALL	To resolve issued raised by AG.	Percentage of resolved issues raised by AG as per the developed action plan by 30 June 2020	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT**	Outcome 3.1 Good Financial Performance	49.1	N/A	N/A	uMzinyathi, Msinga, Administration	100%	100% of resolved issues raised by AG as per the developed action plan by 30/06/2020	100% of resolved issues raised by AG as per the developed action plan by 30/06/2020	80 % of resolved issues raised by AG as per the developed action plan by 30/06/2020"	Not Achieved	About 80% resolved with the remainder awaiting the new AFS/APR. The action plan is place, it is monit	Audit General Action Plan/ progress report

															ored closely and is a standing item in all Audit Committee & Senior Management T meetings.	
33.	ALL	To mitigate risks in the Municipality	Number of reports on Risk register implementation on submitted to Audit Committee (AC) by 30 June 2020	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT**	Outcome 2.1 More effective Municipal administration	50	Number of reports on Risk register implementation submitted to standing committee by 30/6/19	Submitted 04 reports on Risk Register implementation by 30 June 19	uMzinyathi, Msinga, Administration	04	04 reports on Risk register implementation submitted to standing committee by 30/6/2020	4 Reports on Risk register implementation submitted to AC by 30/06/2020	4 Reports on Risk register implementation submitted to AC by 30/06/2020	Achieved		Agenda/ progress report
2 - Back to Basics: Building capable governance institutions																
To facilitate and coordinate provision of Integrated Human Settlements within the Municipality																
NO	**PROGRAM DRIVER**	**OBJECTIVE/STRATEGY AS PER IDP**	**INDICATOR**	**NKPA**	**OUTCOME 9**	**KPI NO.**	**TARGET 2018/2019**	**ACTUAL 2018/2019**	**REGION**	**BASELINE**	**ORIGINAL ANNUAL TARGET 2019/20**	**ADJUSTED ANNUAL TARGET 2019/20**	**ACTUAL AS AT 30/6/2020**	**STATUS: ACHIEVED / NOT ACHIEVED**	**MEASURES TO IMPROVE PERFORMANCE**	**POE**
34.	HOD (P	To submit 2019/20 Mid-Year Performance Report (S72 Report) to Council for adoption	Number of Msinga Mid-Year performance report (S72 Report) submitted to Council for adoption by 30/06/2020	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Outcome 2.1 More effective Municipal administration	132	N/A	N/A	uMzinyathi, Msinga, Administration	01	2019/20 Mid-Year performance report (S72 Report) submitted to Council for adoption by date	01 Msinga Mid-Year performance report (S72 Report) submitted to Council for adoption by 30/06/2020	01 Msinga Mid-Year performance report (S72 Report) submitted to Council for adoption by 23.01./2020	Achieved		Council Resolution
35.	HOD (P)	To adopt 19-20 Annual Report (s46 APR)	To adopt 2018-2019 Annual Performance Report (s46 APR)	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Outcome 2.1 More effective Municipal administration	135	Adopt 2017/2018 Annual Performance Report (s46 APR) by 30/6/19	Adopted 2017/2018 Annual Performance Report (s46 APR) by 27/3/19	uMzinyathi, Msinga, Administration	01	Presentation of 01 2018-19 Final Annual Performance Report to Council for adoption 30 June 2020	01 2018/2019 final Annual Performance Report presented to Council for adoption by 30/6/2020	01 2018/2019 Final Annual Performance Report presented to Council for adoption by 25.3.2020	Achieved		Council Resolution

36.	HOD (P)	To ensure proper administration in line with legislation	To adopt 2018/2019 draft Annual Report (s46 AR)	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Outcome 2.1 More effective Municipal administration	136	Submission of the 2017/18 draft annual performance report to IA and AC for input and comments	Submitted the 2017/18 Draft annual performance report to IA and AC for input and comments 21& 28/8/2018	uMzinyathi, Msinga, Administration	01	Submission of 01 2018-19 draft annual performance report to IA and AC for input and comments 30 June 2020	01 2018/2019 draft (AR) annual report to IA and AC for input and comments by 30.08.2019	01 2018/2019 draft (AR) annual report to IA and AC for input and comments by 21.08.2019	Achieved		AC/PAC Agenda
37.	HOD (P)	To ensure proper administration in line with legislation	To adopt final Annual Report (s46 AR)	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Outcome 2.1 More effective Municipal administration	137	Submission of the Final APR to CoGTA, AG, NT & PT by 31/8/2018	Submitted the Final APR to CoGTA, AG, NT & PT on 31/8/2018	uMzinyathi, Msinga, Administration	01	Submission of 01 Final APR to CoGTA, AG, NT & PT 30 June 2020	01 final AR submitted to CoGTA, AG, NT & PT by 30.6.2020	01 Final AR submitted to CoGTA, AG, NT & PT 25.3.2020	Achieved		Council Resolution (refer to KPI 135) /proof of submission
38.	ALL	To ensure proper administration in line with legislation	Number of Msinga SDBIP adopted by Council by 30/6/2020	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Outcome 2.1 More effective Municipal administration	138	N/A	N/A	uMzinyathi, Msinga, Administration	02	one 2020/21 SDBIP presented to Council for Mayor's endorsement by 30 June 2020	02 Msinga SDBIP adopted by Council by 30/6/2020	02 Msinga SDBIP adopted by Council by 25.3.2020 and 27.5.2020	Achieved		Council Resolution
39.	HOD (P	To submit 2019/20 Mid-Year Performance Report (S72 Report) to Council for adoption	Number of Msinga Mid-Year performance report (S72 Report) submitted to Council for adoption by 30/06/2020	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Outcome 2.1 More effective Municipal administration	132	N/A	N/A	uMzinyathi, Msinga, Administration	01	2019/20 Mid-Year performance report (S72 Report) submitted to Council for adoption by date	01 Msinga Mid-Year performance report (S72 Report) submitted to Council for adoption by 30/06/2020	01 Msinga Mid-Year performance report (S72 Report) submitted to Council for adoption by 23.01./2020	Achieved		Council Resolution
40.	ALL	To ensure proper administration in line with legislation	Number of Msinga SDBIP Quarterly reports adopted by Council by 30/06/2020	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Outcome 2.1 More effective Municipal administration	139	N/A	N/A	uMzinyathi, Msinga, Administration	04	04 SDBIP reports submitted to standing committees and audit committee by 30/6/2020	04 Msinga SDBIP Quarterly reports adopted by Council by 30/06/2020	04 Msinga SDBIP Quarterly reports adopted by Council by 30/06/2020	Achieved		Council /exco resolutions/Agenda/ progress report
41.	MM	To revise Internal Audit charter	Number of Revised Msinga internal audit charter submitted to audit committee for adoption by 30/6/2020	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVEL	Outcome 2.1 More effective Municipal administration	217	N/A	N/A	7, Msinga, Administration	No	01 internal audit charter submitted to standing committees; audit committee and	01 Revised Msinga internal audit charter submitted to audit committee for adoption by 30/6/2020	01 Revised Msinga internal audit charter submitted to audit for adoption by 27.5.2020	Achieved		Copy of Internal audit plan, Agenda & attendance register

				OPMENT							Council for adoption by 30/6/2020					
3 - Back to Basics: Service delivery																
Improve Community and Environmental Health and Safety																
NO.	PROGRAM DRIVER	OBJECTIVE/STRATEGY AS PER IDP	INDICATOR	NKPA	OUTCOME 9	KPI NO.	TARGET 2018/2019	ACTUAL 2018/2019	REGION	BASELINE	ORIGINAL ANNUAL TARGET 2019/20	ADJUSTED ANNUAL TARGET 2019/20	ACTUAL AS AT 30/6/2020	STATUS: ACHIEVED / NOT ACHIEVED	MEASURES TO IMPROVE PERFORMANCE	POE
42.	HOD (TS)	To construct 16 Two roomed Houses	Number of Two room houses constructed by 30/06/2020. Zondo family, Zwane Bongiwe, Mnguni Vimba, Mkhize Qiniseni, Nsele Gweva, Ntombenhle Zuma, Mabhiya Majola, Mkhize family, Ximba family, Zondi Family, Mthabela family, Mukelisiwe Zondo, Phiilani Zakwe, Thathezakhe Mntungwa, Buthelezi family	BASIC SERVICE DELIVERY	PILLAR 2: SERVICE DELIVERY	166	Construct and complete 11 Two-room House 30/6/19	Constructed & completed 11 Two-room Houses as per WBP by 30/6/19: Mkhize, Qwabe, Benya, Ndlovu, Ngabayena, Khoza, Ngubane, Mathondi, Cele, Magwanyana, Mntungwa,	uMzinyathi, Msinga, Ward 2, Ward 3, Ward 3, Ward 3, Ward3, Ward 10, Ward 10, Ward 2, Ward 2, Ward 17, Ward18, Ward 18, Ward 4, Ward 4, Ward 4, Ward 16	New	Completed 12 Two room by date the 30/6/2020 ward 2 (3x 2 rooms), Ntombenhle two room ward 10, Mabhiya Majola 2 room ward 10, two rooms x 2 ward 18,	16 two roomed houses constructed by 30/06/2020	15 Two roomed houses constructed by 30/06/2020 Zondo family-ward 2, Zwane Bongiweward 3, Mnguni Vimba- ward 3, Mkhize Qiniseni-ward 3, Nsele Gweva-ward3 Ntombenhle Zuma- ward 10, Mabhiya Majola-ward 10, Mkhize family -ward 2, Ximba family-ward2, Zondi Family ward 17, Mthabela family-ward 18, Mukelisiwe Zondo-ward 4, Phiilani Zakwe- ward 4, Thathezakhe Mntungwaward 4, Buthelezi family-ward16 Buthelezi Family house in Ward 16 was not completed & rolled over to 2020/21	Not Achieved	Coronavirus pandemic outbreak affected the construction of two roomed houses, as per attached nation-wide lockdown regulations Buthelezi Family house in Ward 16 was not completed & rolled over to 2020/21 Roll-over to	completion certificate.

															2020/21 FY and new extension of time have been extended and granted with a new completion date of the 31st of July 2020	
43.	HOD (TS)	To construct 3x two Classrooms	Number of two Classrooms constructed by 30/06/2020 (Kosibiya, Bambanani, Pomeroy Christian)	BASIC SERVICE DELIVERY	PILLAR 2: SERVICE DELIVERY	167	Construct and complete 03 x two - Classrooms by 30/6/19	Constructed & completed 3 x two-Classrooms as per CBP by 30/6/19: Buhayika ward 6, 2 classrooms at Nsimbini phase 02, 2 classrooms Mthintandaba school,	uMzinyathi, Msinga, Ward 6, Ward 6, Ward 17,	No	Completed 2 Classrooms by date the 30/6/2020: Ward 6 Kosibiya & Bambanani 2 classrooms, Pomeroy C. school ward 17 , Zondi two room ward 17, renovation of Somveli School ward 9	3 x two classrooms constructed by 30/06/2020 Kosibiya-ward6, Bambanani - ward 6, Pomeroy Christian-Ward017	0 x two classrooms constructed by 30/06/2020 Kosibiya-ward6, Bambanani ward 6, Pomeroy Christian-Ward017	Not Achieved	Coronavirus pandemic outbreak affected the construction of the classrooms, as per attached nation-wide lockdown regulations. Roll-over to 2020/21 FY and new extension of time have been	Extension of time letter

															extended and granted with a new completion date of the 31st of August 2020.	
44.	HOD (TS)	To construct 8 creches	Number of Crèches constructed by 30/06/2020 (Obanjeni, Bangani, KwaMphahleni, Phohlozane, Ekunengeleni, Shabase, Makhankane, Swelihle)	BASIC SERVICE DELIVERY	PILLAR 2: SERVICE DELIVERY	168	Construct and complete 09 Crèches by 30/6/19	Constructed & completed 08 Crèches as per WBP by 30/6/19: ward 017 (2), ward 01, ward 3, ward 8, ward 9(2), ward 14	uMzinyathi, Msinga, Ward 10, Ward 10, Ward 7, Ward 16, Ward 9, Ward 12 and Ward 17	Existing project	Completed 7 Creches by date 30/6/2020: Ekuningeleni crèche ward 9, KwaGuqa / Phahleni crèche ward 7, Shabase crèche ward 12, Bangani crèche ward 10,	8 crèches constructed by 30/06/2020 Obanjeni, Bangani, KwaMphahleni, Phohlozane, Ekunengeleni, Shabase, Makhankane, Swelihle) at Ward 10, Ward 10, Ward 7, Ward 16, Ward 9, Ward 12 and Ward 17	02 crèches constructed by 30/06/2020 (Banganiward 10 & Ekunengeleni ward9 completed) crèches in progress KwaMphahleniward 7, ~~Phohlozanew ard16,~~ , Shabase - ward 12, Makhankanew ard17, Swelihle-16, ~~Obanjeni- ward 10~~ Phohlozane crèche was reprioritised. Obanjeni crèche was reprioritised	Not Achieved	Coronavirus pandemic outbreak affected the construction of the crèches, as per attached nation-wide lockdown regulations. Roll-over to 2020/21 FY and new extension of time have been extended and granted with a new completion date of the 31st of August 2020	Completion certificate and extension of time letter

45.	HOD (TS)	To construct 6 Community Halls	Number of Community Halls constructed by 30/06/2020. (Simo Myeza, KwaGudlintaba, Makhungubhede, Hholwane, Keats drift, Ntombikayise Ngcobo)	BASIC SERVICE DELIVERY	PILLAR 2: SERVICE DELIVERY	169	Construct & complete 18 Community Halls 30/6/19: Ntanyezulu hall ward 01, Sidakeni hall ward 4, Mbabane hall ward 5, Mathengwenya hall ward 6, Jojingwenya hall ward 7, Zihlabeleni hall ward 7, Bhodlendlini hall ward 8, Ndondwane Hall ward 010, Dungamanzi hall ward 010, Keates Drift hall ward 0101, Makhandane hall ward 013, Gcumeni hall ward 013, Mpophoma hall ward 14, Nocomboshe hall ward 15, Mabedlane hall ward 016, Thulani Nyaba hall ward 017, Ezintandaneni hall ward 09, Ntombikayise Ngcobo hall ward 012 9.Construction of Osuthu community hall 010. Construction of Kwamakhuphula Community Hall 0101. Construction of Mshafuthi Community Hall 12.Construction of Nondela Community Hall 13.Construction of Nokopela Community hall 14.Construction of Mkhuphula Community Hall 15.Construction of Ezintandaneni Community Hall	Constructed & Completed 016 Community Halls by 30/6/19. Ntanyezulu hall ward 01, Sidakeni hall ward 4, Mbabane hall ward 5, Mathengwenya hall ward 6, Jojingwenya hall ward 7, Zihlabeleni hall ward 7, Bhodlendlini hall ward 8, Ndondwane Hall ward 010, Dungamanzi hall ward 010, Makhandane hall ward 013, Gcumeni hall ward 013, Mpophoma hall ward 14, Nocomboshe hall ward 15, Mabedlane hall ward 016, Thulani Nyaba hall ward 017, Ezintandaneni	uMzinyathi, Msinga, Ward 2, Ward 7, Ward 9, Ward 10, Ward 12, Ward 14, Ward 17	Existing project	Completed 6 Community Halls by date the 30/6/2020: KwaGuqa/Kwagudlint aba hall ward 7, Thushane hall ward 2, and Buyafuthi hall ward 12. Simo Myeza hall ward 17, Hholwane hall and toilets ward 15	6 Community Halls constructed by 30/06/2020. Simo Myeza, KwaGudlintaba, Makhungubhede, Hholwane, Keats drift, Ntombikayise Ngcobo) at Ward 2, Ward 7, Ward 9, Ward 10, Ward 12, Ward 14, Ward 17	01 Community Hall Ntombikayise Ngcobo Hall (Ward 12) constructed by 30/06/2020. (Halls not completed Simo Myeza - ward 17, KwaGudlintaba- ward 7 Makhungubhede -ward14 Hholwane- ward 1, Keats Drift - ward 11	Not Achieved	Coronavirus pandemic outbreak affected the construction of the halls, as per attached nation-wide lockdown regulations. Roll-over to 2020/21 FY and new extension of time have been extended and granted with a new completion date of the 31st of August 2020	completion certificate

							Purchasing of Fencing material for Ezintandaneni Community Hall 16. Construction of Nogawu community hall 17. Construction of Mqubukazi community hall 18. Construction of Savutshana Community Hall 19. Construction of Mhlane Community Hall									
46.	HOD (TS)	To renovate Othulini lwezulu hall	Percentage of renovation of Othulini lwezulu hall completed by 30/06/2020	BASIC SERVICE DELIVERY	PILLAR 2: SERVICE DELIVERY	169.1	N/A	N/A	uMzinyathi, Msinga, Ward 11	Existing project	None	5% of Othulini lwezulu hall renovated by 30/06/2020	0% of Othulini lwezulu hall renovated by 30/06/2020	Not Achieved	Coronavirus pandemic outbreak affected the renovation of Othulini lwezulu, as per attached nation-wide lockdown regulations Roll-over to 2020/21 FY and new extension of time have been extended and granted with a new completion	Progress Report/completion certificate

															date of the 31st of August 2020.	
47.	HOD (TS)	To extend Ntili Community Hall	Percentage of Extension of Ntili Community Hall complete by 30 June 2020	BASIC SERVICE DELIVERY	PILLAR 2: SERVICE DELIVERY	169.2	N/A	N/A	uMzinyathi, Msinga, Ward 16	Existing project	None	5% of Ntili hall extended by 30/06/2020	0% of Ntili hall extended by 30/06/2020	Not Achieved	Coronavirus pandemic outbreak affected the extension of Ntili hall, as per attached nation-wide lockdown regulations Roll-over to 2020/21 FY and new extension of time have been extended and granted with a new completion date of the 28 February 2021	Progress Report
48.	HOD (TS)	Roads maintenance through construction plants programme	Number of Gravel Roads maintained as per road maintenance schedule plan by 30 June 2020	BASIC SERVICE DELIVERY	Outcome 4.4.1 Improved quality of Municipal road network	171	N/A	N/A	uMzinyathi, Msinga, All wards	Existing project	40 kilometres of Gravel Road maintained by 30/6/2020	14 gravel roads maintained as per Road Maintenance	14 gravel roads maintained as per Road Maintenance Schedule	Achieved		Quarterly reports& Schedule

												Schedule /plan by 30/06/2020	/plan by 30/06/2020			
49.	HOD (TS)	To maintain Chachacha access road	Percentage of Chachacha Gravel Road to be maintained by 30 June 2020	BASIC SERVICE DELIVERY	Outcome 4.4.1 Improved quality of Municipal road network	171, 1	N/A	N/A	uMzinyathi, Msinga, ward 15	No		100% of Chachacha gravel road maintained by 30/06/2020	100% of Chachacha gravel road maintained by 30/06/2020	Achieved		Final approval certificate
50.	HOD (TS)	To maintain Mashunka access road	Percentage of Mashunka Gravel Road to be maintained by 30 June 2020	BASIC SERVICE DELIVERY	Outcome 4.4.1 Improved quality of Municipal road network	171, 2	N/A	N/A	uMzinyathi, Msinga, ward 6	Existing project		100% Mashunka gravel road maintained by 30/06/2020	100% Mashunka gravel road maintained by 30/06/2020	Achieved		Final approval certificate
51.	HOD (TS)	To maintain Nkandla access road	Percentage of Nkandla Gravel Road to be maintained by 30 June 2020	BASIC SERVICE DELIVERY	Outcome 4.4.1 Improved quality of Municipal road network	171, 4	Construct & completed new gravel access road 7.6 KM (Nkandla Road) by 30/06/19		uMzinyathi, Msinga, ward 14	Existing project		100% of Nkandla gravel road maintained by 30/06/2020	100% of Nkandla gravel road maintained by 30/06/2020	Achieved		Final approval certificate
52.	HOD (TS)	To upgrade Mzisho sport field # 2	percentage to upgrade Mzisho Sports field # 2 (the remaining 30% of work) by 30 June 2020	BASIC SERVICE DELIVERY	PILLAR 2: SERVICE DELIVERY	173		Completed the remaining 30% scope of works towards Mzisho sports field upgrade by 30/6/19	uMzinyathi, Msinga, Ward 5	70%	Completing the remaining 30% of work by 30/6/2020	100% of Mzisho sport field upgraded by 30/06/2020	95% of Mzisho sport field upgraded by 30/06/2020	Not Achieved	Coronavirus pandemic outbreak affected the construction of the sport field, as per attached nation-wide lockdown regulations. New extension of time for the contract have been extended and granted with a new completion date of the	Completion Certificate

															30th of September 2020	
53.	HOD (TS)	To construct Mbabane sport field	Percentage constructed at Mbabane sports field by 30/06/2020	BASIC SERVICE DELIVERY	PILLAR 2: SERVICE DELIVERY	173, 1	N/A	N/A	uMzinyathi, Msinga, Ward 5	New	100% completion of the sport field by 30/6/2020	15% of Mbabane sport field constructed by 30/06/2020	0% of Mbabane sport field constructed by 30/06/2020	Not Achieved	Coronavirus pandemic outbreak affected the sitting of BEC and BAC Committees. Contract tender validity period extended up to the 30th of June 2020, and the contract was awarded on the 30th of June 2020	Progress Report
54.	HOD (TS)	To construct Kwangubo sport field	Percentage constructed at KwaNgubo sports field by 30/06/2020	BASIC SERVICE DELIVERY	PILLAR 2: SERVICE DELIVERY	173, 2	N/A	N/A	uMzinyathi, Msinga, Ward 3	New	100% completion of the sport field by 30/6/2020	45% of KwaNgubo sport field constructed by 30/06/2020	45% of KwaNgubo sport field constructed by 30/06/2020	Achieved		progress reports
55.	HOD (TS)	To construct Mhlangane sport field	Percentage constructed at Mhlangane sports field by 30/06/2020	BASIC SERVICE DELIVERY	PILLAR 2: SERVICE DELIVERY	173, 3	N/A	N/A	uMzinyathi, Msinga, Ward 6	New	100% completion of the sport field by 30/6/2020	100% of Mhlangane sport field constructed by 30/06/2020	100% of Mhlangane sport field constructed by 30/06/2020	Overachieved	The additional combo court was constructed which was	completion certificate

														not part of the scope of works. This addition was funded through the savings.	
56.	HOD (TS)	To construct Gxushaneni sport field	Percentage constructed at Gxushaneni sports field by 30/06/2020	BASIC SERVICE DELIVERY	PILLAR 2: SERVICE DELIVERY	173, 4	N/A	N/A	uMzinyathi, Msinga, Ward 16	New	100% completion of the sport field by 30/6/2020	100% of Gxushaneni sport field constructed by 30/06/2020	80% of Gxushaneni sport field constructed by 30/06/2020	Not Achieved	Coronavirus pandemic outbreak affected the construction of the sport field as per attached nation-wide lockdown regulations. New extension of time for the contract have been extended and granted with a new completion date of the 012th of August 2020.	completion certificate

57.	HOD (TS)	To construct of new access road (3,2 kms) Ngconco Road	Percentage of Ngconco Access Gravel Road (3,2 kms) constructed and completed by 30/06/2020	BASIC SERVICE DELIVERY	Outcome 4.4.1 Improved quality of Municipal road network	177	N/A	N/A	uMzinyathi, Msinga, Ward 11	New	3,4 Km's of Gravel Road completed by 30/6/2020	100% of Ngconco access gravel road (3,2 km constructed by 30/06/2020	108% of Ngconco access gravel road (3,45 kms) constructed by 30/06/2020	Overachieved	The additional concrete slab was constructed which was not part of the project scope however with savings from the project and as an urgent need requested by the community at a gathering, the Municipality constructed the slab.	Completion certificate/ Variation order
58.	HOD (TS)	To construct of new access road (4 kms) Nsongeni Road	Percentage of Nsongeni access Gravel Road (4 kms) constructed by 30/06/2020	BASIC SERVICE DELIVERY	Outcome 4.4.1 Improved quality of Municipal road network	178	N/A	N/A	uMzinyathi, Msinga, ward 1	New	4 Km's of gravel road completed by 30/6/2020	40% of Nsongeni access gravel road (4 km) constructed by 30/06/2020	47% of Nsongeni access gravel road (1.89 kms of 4kms) constructed by 30/06/2020	Overachieved	The project progress was ahead of schedule by 30 June 2020	Progress Reports
59.	HOD (TS)	To construct new access road (5,8 kms) Magobela Road	Percentage of Magobela Access Gravel Road (5,8 kms) constructed by 30/06/2020	BASIC SERVICE DELIVERY	Outcome 4.4.1 Improved quality of Municipal road network	179	N/A	N/A	uMzinyathi, Msinga, ward 2	New	Km's of Gravel Road completed by 30/6/2020	100% of Magobela access gravel road (5,8 km) constructed by	92% of Magobela access gravel road (5.3 kms of 5,8 kms) constructed by	Not Achieved	EIA specialist ceases the construction	completion certificate

												30/06/2020	30/06/2020		activities on site for about three (3) months, and secondly Coronavirus pandemic outbreak also affected the construction of the road as per attached nation-wide lockdown regulations. New extension of time for the contract have been extended and granted with a new completion date of the 20th of July 2020	
60.	HOD (TS)	To construct new access road (7 KMs) Thokoza Road	Percentage of Thokoza Access Gravel Road (7 KMs) constructed by 30/06/2020	BASIC SERVICE DELIVERY	Outcome 4.4.1 Improved quality of Municipal road network	179, 1	Construct & complete 7.6 KM new gravel access road (Thokoza Road) by 30/6/19	7,3 km access road cleared and constructed but not completed by 30 June 19	uMzinyathi, Msinga, ward 18	0,75	Km's of Gravel Road completed by 30/6/2020	100% of Thokoza access gravel road (7 km) constructed by 30/06/2020	103% of Thokoza access gravel road (7,2 kms) constructed by 31/12/2020	Overachieved		completion certificate

61.	HOD (TS)	To construct new access road (4,8 KMs) Sthunzi Road	Percentage of Sthunzi Access Gravel Road (4,8 KMs) constructed 30/06/2020	BASIC SERVICE DELIVERY	Outcome 4.4.1 Improved quality of Municipal road network	179, 2	N/A	N/A	uMzinyathi, Msinga, ward 8	0,6	Km's of Gravel Road completed by 30/6/2020	100% of Sthunzi access gravel road (4,8 km) constructed by 30/06/2020	104% of Sthunzi access gravel road (5.0 kms) constructed by 31/03/2020	Overachieved		completion certificate
62.	HOD (TS)	To construct new access road (4,8 KMs) Sampofu Road	Percentage of Sampofu Access Gravel Road (4,8 KMs) constructed by 30/06/2020	BASIC SERVICE DELIVERY	Outcome 4.4.1 Improved quality of Municipal road network	180	N/A	N/A	uMzinyathi, Msinga, ward 4	New	3,0 Km's of Gravel Road completed by 30/6/2020	100% of Sampofu access gravel road (4,8 km) constructed by 30/06/2020	83% of Sampofu access gravel road (4,0 kms) constructed by 30/06/2020	Not Achieved	The project is complete at 4.0 kilometres. The original route changed.	completion certificate
63.	HOD (TS)	To construct Douglas Electrification project (385 Connections)	Percentage of Douglas electrification project (385 Connections) constructed by 30/6/2020	BASIC SERVICE DELIVERY	Outcome 4.1.1 Improved access to electricity	182	Electrify 205 house connections by 30/6/19	49 dry connections achieved	uMzinyathi, Msinga, ward 1	60%	205 house connections BY 30/6/2020	100% of Douglas electrification project (385 connections) constructed by 30/06/2020	101% of Douglas electrification project (387 connections) constructed by 30/06/2020	Over Achieved	Target was 385 connections and actual target of 387 connections were achieved by utilising savings on contract	Completion certificate
64.	HOD (TS)	To construct Mzweni Phase 3 Ext. Electrification project (45 Connections)	Percentage of Mzweni Phase3 electrification project (45 Connections) constructed by 30/6/2020	BASIC SERVICE DELIVERY	Outcome 4.1.1 Improved access to electricity	182. 1	Electrify 286 house connections by 30/6/19	335 electrification house connections by 30/6/19	uMzinyathi, Msinga, ward 2	New	45 house connections by Number 30/6/2020	100% of Mzweni Phase 3 electrification (45 connections) constructed by 30/06/2020	122% of Mzweni Phase 3 electrification (55 connections) constructed by 30/06/2020	Overachieved	Target was 45 connections and actual target of 55 connections was achieved. Additional work was completed using the	Completion certificate

															saving s	
65.	HOD (TS)	To construct Ezingulubeni Ngcuba Phase 3 (Voltage Regulator) electrification project	Percentage of Ezingulubeni Ngcuba Phase3 Electrification project (Voltage regulator) constructed by 30/6/2020	BASIC SERVICE DELIVERY	Outcome 4.1.1 Improved access to electricity	182.2	Electrify 34 house connections by 30/6/19	42 dry connections achieved	uMzinyathi, Msinga, ward 13	Existing project	0	5% of Ezingulubeni Ngcuba Phase 3 electrification project (Voltage regulator) constructed by 30/06/2020	0% of Ezingulubeni Ngcuba Phase 3 electrification project (Voltage regulator) constructed by 30/06/2020	Not Achieved	There were delays experienced during the procurement process. The project is rolled over to the new financial year 2020/2021	Design Report
66.	HOD (TS)	To construct Palafin Electrification project (353 Connections)	Percentage of Phalafin electrification project (353 connections) constructed by 30/6/2020	BASIC SERVICE DELIVERY	Outcome 4.1.1 Improved access to electricity	191	Electrify 86 house connections by 30/6/19	0 connections achieved by 30/6/19 (Designs completed and SCM processes commenced)	uMzinyathi, Msinga, ward 3	New	353 of house connections by Number 30/6/2020	70% of Phalafini electrification project (353 connections) constructed by 30/06/2020	0% of Phalafini electrification project (353 connections) constructed by 30/06/2020	Not Achieved	The municipality achieved on 70% of the total project scope but *no connections* were achieved. The project is rolled over to 2020/21 FY	Progress reports and minutes
67.	HOD (TS)	To Install and refurbish Msinga High Mast light	Percentage of Msinga High Mast lights installed and refurbished by 30/6/2020	BASIC SERVICE DELIVERY	Outcome 4.1.1 Improved access to electricity	191.1	N/A	N/A	uMzinyathi, Msinga, Ward 4, Ward 5, Ward 10, Ward 11 & Ward 17	New	0	5% of Msinga High Mast lights installed and refurbished by 30/06/2020	0% of Msinga High Mast lights installed and refurbished by 30/06/2020	Not Achieved	Coronavirus pandemic outbreak affected the project process, as per attach	Design Report & Appointment Letter

															ed nation -wide lockdo wn regula tions. Roll-over to 2020/ 21 FY	
68.	HOD (TS)	To keep all towns at Msinga clean.	Number of days on which Msinga towns are cleaned (Pomeroy, Tugela Ferry & Keates Drift) by 30/6/2020	BASIC SERVIC E DELIVE RY	Outcome 4.5 Solid Waste Removal and Environmenta l Management	202	N/A	N/A	uMzinyathi, Msinga Ward 4, Ward 5, Ward 10, and Ward 17	New	100% of Pomeroy & Tugela Ferry street cleaning completed by 30/6/2020.	365 of days on which Msinga towns are cleaned (Pomeroy, Tugela Ferry & Keates Drift) by 30/6/2020	365 of days on which Msinga towns are cleaned (Pomeroy, Tugela Ferry & Keates Drift) by 30/6/2020	Achieved		cleaning registers & quarterly reports
69.	HOD (TS)	To construct boreholes for provision of water to community gardens	Percentage of Boreholes in ward 01, ward 01, ward 15, ward 5, ward 5 constructed by 30/6/2020	BASIC SERVIC E DELIVE RY	Outcome 4. 1.3 Improved access to water	200	N/A	N/A	uMzinyathi, Msinga, Ward 1, ward 1, ward 15, ward 5.	New	5 boreholes completed by 30/6/2020: ward 1 Ezibumbeni, ward 5, ward 2, ward 15	5% of boreholes constructed by 30/06/2020	0% of boreholes constructed by 30/06/2020	Not Achieved	Coron avirus pande mic outbre ak affect ed the constr uction of the boreh oles as per attach ed nation -wide lockdo wn regula tions Roll-over to 2020/ 21 FY and new exten sion of time have been exten ded and grante d with a new	Progress Reports

															completion date of the 30th of October 2020	
4 - Back to Basics: Sound Financial Management																
Improved Budgeting, Reporting and Compliance																
NO.	**PROGRAM DRIVER**	**OBJECTIVE/STRATEGY AS PER IDP**	**INDICATOR**	**NKPA**	**OUTCOME 9**	**KPI NO.**	**TARGET 2018/2019**	**ACTUAL 2018/2019**	**REGION**	**BASELINE**	**ORIGINAL ANNUAL TARGET 2019/20**	**ADJUSTED ANNUAL TARGET 2019/20**	**ACTUAL AS AT 30/6/2020**	**STATUS: ACHIEVED / NOT ACHIEVED**	**MEASURES TO IMPROVE PERFORMANCE**	**POE**
70.	HOD (F)	To ensure effective Budget Management	Number of monthly reconciliations reports (assets, creditors, payroll , debtors/rates , deposits, bank , suspense) prepare by 30/06/2020	FINANCIAL VIABILITY & MANAGEMENT	Outcome3.1Financial Position	92	Prepare 12 asset reconciliation by 30/6/19	Prepared 12 asset reconciliation by 30/6/19	uMzinyathi, Msinga, Administration	12	96 reconciliations (assets, debtors, creditors, payroll, rates, deposits, suspense, bank/cash book prepared by 30/6/2020	96 monthly reconciliations reports (assets, creditors, payroll, debtors/rates, deposits, bank, suspense) prepare by 30/06/2020	96 monthly reconciliations reports (assets, creditors, payroll, debtors/rates, deposits, bank, suspense) prepare by 30/06/2020	Achieved		Reconciliation reports
71.	HOD (F)	To effectively Management and account to all Council assets	Number of updates on the FAR by 30/06/2020	FINANCIAL VIABILITY & MANAGEMENT	Outcome3.1Financial Position	93	N/A	N/A	uMzinyathi, Msinga, Administration	0	04 assets verification conducted by 30/6/2020	12 updates on the FAR by 30/06/2020	12 updates on the FAR by 30/06/2020	Achieved		Updated FAR
72.	HOD (F)	To submit and adopt procurement plan	Number of procurement plan submitted and adopted by Council by 30/06/2020	FINANCIAL VIABILITY & MANAGEMENT	Outcome3.1 Financial Position	94	Approved Procurement Plan and implemented BY 30/6/19	Approved Procurement Plan and implemented BY 30/6/19	uMzinyathi, Msinga, Administration	01	01 submitted and adopted 2020/2021 Procurement Plan by Council by 30/6/2020	01 procurement plan submitted and adopted by Council by 30/06/2020	01 procurement plan submitted and adopted by Council by 30/06/2020	Achieved		Council Resolution
73.	HOD (F)	To produce quality reports on the implemented procurement plan	Number of SCM reports produced on Implementation of procurement plan by 30/06/2020	FINANCIAL VIABILITY & MANAGEMENT	Outcome 3.1 Financial Position	95	N/A	N/A	uMzinyathi, Msinga, Administration	New	04 SCM reports produced on Implementation of procurement plan by 30/6/2020	4 reports produced on Implementation of procurement plan by 30/06/2020	4 reports produced on Implementation of procurement plan by 30/06/2020	Achieved		Copy of SCM Report / Council agenda
74.	HOD (F)	To pay creditors on time.	Turnaround time (in days) for payment of creditors (from date of receipt of invoice) by 30/6/2020	FINANCIAL VIABILITY & MANAGEMENT	Outcome 3.2 Good Financial Performance	99	Turnaround time (in 30 days) for payment of creditors (from date of receipt of invoice)	Turnaround time (in 30 days) for payment of creditors (from date of receipt of invoice)	uMzinyathi, Msinga, Administration	30 days	Turnaround time (in days) for payment of creditors (from date of receipt of	30 days payment of creditors (from date of receipt of invoice) by 30/6/2020	30 days payment of creditors (from date of receipt of invoice) by	Achieved		Creditors Payment Report

											invoice) by 30 /6/2020		30/6/2020			
75.	HOD (F)	To monitor Irregular Expenditure	Number of SCM reports submitted to Council on irregular expenditure by 30/06/2020	FINANCIAL VIABILITY & MANAGEMENT	Outcome 3.2 Good Financial Performance	104	Submit 04 SCM reports to standing committee on irregular expenditure by 30/6/19	Submitted 04 SCM reports to standing committee on irregular expenditure by 30/6/19	uMzinyathi, Msinga, Administration	04	04 SCM reports submitted to standing committee on irregular expenditure by 30/6/2020	4 SCM reports submitted to Council / Audit Committee on Irregular expenditure by 30/06/2020	04 SCM reports submitted to Council/Audit Committee on Irregular expenditure by 30/06/2020	Achieved		SCM Report
76.	HOD (F)	To ensure salaries and allowances are paid to all Council employees on time.	Number of reports on salaries and allowances payments made by 30 June 2020	FINANCIAL VIABILITY & MANAGEMENT	Outcome 3.2 Good Financial Performance	106	Payment of Monthly Salaries by the 25th of every month by 30/6/19	Monthly Salaries were paid by the 25th of every month by 30/6/19	uMzinyathi, Msinga, Administration	12	12 Monthly salary payments made by 25th of every month by 30/6/2020	12 reports on salaries and allowances payments made by 30 June 2020	12 reports on salaries and allowances payments made by 30/06/2020	Achieved		Proof of Payment of Monthly Salaries
77.	HOD (F)	To submit and approve Adjustment Budget preparation	Number of Adjustment budget submitted and approved by Council by 28 February 2020	FINANCIAL VIABILITY & MANAGEMENT	Outcome 3.2.3 Budget	118	Submit 2018/019 Adjustment budget to Council in 2018/019 FY on 28 Feb 19	Submitted 2018/019 Adjustment budget to Council on 28 Feb 19	uMzinyathi, Msinga, Administration	28.2.2019	2019/20 Adjustment budget submitted and approved by Council by MFMA by 30/6/2020	01 Adjustment Budget submitted and approved by Council by 28 February 2020	01 Adjustment Budget submitted and approved by Council by 28/03/2020	Achieved		Council Resolution
78.	HOD (F)	To ensure Section 71 reports are submitted to Council.	Number of Section 71 reports submitted to Council by 30/06/2020	FINANCIAL VIABILITY & MANAGEMENT	Outcome3.1 Financial Position	120	Submit 12 Sec 71 report to Portfolio committee by 30 June 19	Submitted 12 Sec 71 report to Portfolio Committee by 30 June 19	uMzinyathi, Msinga, Administration	12	12 Section 71 reports submitted to the standing committee and council by 30/6/2020	12 Section 71 reports submitted to Council by 30/06/2020	12 Section 71 reports submitted to Council by 30/06/2020	Achieved		Section 71 reports
79.	HOD (F)	To ensure Section 72 reports are submitted to Council.	Number of Sec 72 reports submitted to Council, Provincial Treasury and National Treasury by 30 /01/2020	FINANCIAL VIABILITY & MANAGEMENT	Outcome3.1 Financial Position	121	Submit Section 72 report to standing committee during 2018/19 by 25th January 19	Submitted Section 72 report to standing committee during 2018/19 by 25th January 19	uMzinyathi, Msinga, Administration	01	Sec 72 reports submitted to the standing committee, Provincial Treasury and National Treasury by MFMA by 30/6/2020	01 Sec 72 reports submitted to Council, Provincial Treasury and National Treasury by 30/01/2020	01 Sec 72 reports submitted to Council, Provincial Treasury and National Treasury by 30/03/2020	Achieved		Section 72 submission/ Council Resolution
80.	HOD (F)	To ensure 2020/21 Budget process plan is approved by Council.	Number of 2020-21 Budget process plan approved by Council by 30/09/2019	FINANCIAL VIABILITY & MANAGEMENT	Outcome 3.2.3 Budget	122	Submit Final 19/20 budget to portfolio committee and Council for adoption by MFMA BY 30/6/19	Submitted Final 19/20 budget to portfolio committee and Council for adoption by MFMA BY 30/6/19	uMzinyathi, Msinga, Administration	01	2020-21 budget Process Plan / time schedule approved by MFMA by 30/9/2019	One (01) 2020-21 Budget Process Plan approved by Council by 30/09/19	One (01) 2020-21 Budget Process Plan approved by Council by 28/08/2019 and DCOGTA 31/7/2019	Achieved		Council Resolution
81.	HOD (F)	To ensure the adopted 2020-21 Budget is submitted to PT and NT.	Number of adopted 2020-21 budget submitted to PT and NT by 30/06/2020	FINANCIAL VIABILITY & MANAGEMENT	Outcome 3.2.3 Budget	123	N/A	N/A	uMzinyathi, Msinga, Administration	01	Adopted 2020-21 budget submitted to PT and NT by MFMA by 30/6/2020	01 Adopted 2020/21 Budget submitted to Provincial and National Treasury by 30/06/2020	01 Adopted 2020/21 Budget submitted to Provincial and National Treasury by 30/06/2020	Achieved		Proof of Submission

82.	HOD (F)	To produce and submit Credible Annual financial statements.	Number of Annual Financial Statements produced and submitted to Auditor General, CoGTA, PT & NT by 30/08/2019	FINANCIAL VIABILITY & MANAGEMENT	Improved Municipal financial and administration capability	127	Submit Annual Financial Statements to Auditor General, CoGTA, PT & NT by 30/8/2018	Annual Financial Statements submitted to Auditor General, CoGTA, PT & NT by 30/08/2018	uMzinyathi, Msinga, Administration	No	Annual Financial Statements submitted to Auditor General, CoGTA, PT & NT by MFMA by 31/8/2019	01 Annual Financial Statements produced and submitted to Auditor General, CoGTA, PT & NT by 30/08/19	01 Annual Financial Statements produced and submitted to Auditor General, CoGTA, PT & NT by 30/08/19	Achieved		AFS Proof of submission
83.	HOD (F)	To review monthly General Ledger	Number of Monthly reports on the review of General Ledger by 30/06/2020	FINANCIAL VIABILITY & MANAGEMENT	Improved Municipal financial and administration capability	128	N/A	N/A	uMzinyathi, Msinga, Administration	No	12 reviews of General Ledger prepared by 30/6/2019	12 Monthly reports on thereview of General Ledger by 30/06/2020	12 Monthly reports on the review of General Ledger by 30/06/2020	Achieved		General Ledger review reports
84.	HOD (F)	To ensure 2020/21Budget process plan is approved by Council.	Number of 2020-21 Budget process plans approved by Council by 30/09/2019	FINANCIAL VIABILITY & MANAGEMENT	Outcome 3.2.3 Budget	122	Submit Final 19/20 budget to portfolio committee and Council for adoption by MFMA BY 30/6/19	Submitted Final19/20 budget to portfolio committee andCouncil for adoption byMFMA BY 30/6/19	uMzinyathi, Msinga, Administration	01	2020-21 budget Process Plan / time schedule approved by MFMA by 30/9/2019	One (01) 2020-21 Budget Process Plan approved by Council by 30/09/19	One (01) 2020-21 Budget Process Plan approved by Council by 28/08/2019 and DCOGTA 31/7/2019	Achieved		Council Resolution