



# **Msinga Municipality Report**

## **Mid-Term Review of Municipal Performance**

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## **1. Executive Summary**

Hot sun and poverty describes Msinga. Msinga is a municipality of predominately mountainous arid rocky terrain where in the words of the IDP manager goats and rock crushing are the only two new LED opportunities identified. The municipality is 99.9% under the authority of Traditional Leaders and two of the three major towns do not have any private property rights. Officially the municipality has a 67% unemployment rate although the IDP manager believes that there is only three percent of the employed are employment in non-agriculture activities. Agriculture is primarily subsistence. It is one of the poorest municipalities in South Africa.

Msinga was a new municipality in 2001 and in 2010 the municipality finally moved into its own new administrative building. Msinga should not be judged by the standards of the Metros and previously established municipalities but by the standards of newly established municipalities. Thus the baseline for Msinga is zero in 2001. Since then there has been a steep learning curve. Msinga ranks on the bottom or near the bottom by most criteria. Under the inputs of CoGTA, Department of Minerals and Energy and the national and provincial Treasury Department has developed some delivery momentum. It is this delivery that the municipality is justifiable proud of.

Whether this municipality should ever have been set up on its own and whether this municipality should remain on its own falls outside the scope of this research report.

### **1.1. Successes**

The key successes in the municipality are: the unqualified audits; the construction of 16 access roads last year; the planned proclamation of towns

in 2011; the separate political and administrative functions of oversight and implementation are institutionalized; and good community relations with a imbizo organised in a different ward each week.

## **1.2. Innovation**

The prime innovations have been the inputs by CoGTA and the Department of Minerals and Energy to find creative ways of funding programmes in Msinga.

## **1.3. Strengths and Opportunities**

Four areas of strengths and opportunities were identified

Firstly, clear political and administrative roles: The separation of powers the roles and functions between political leaders (oversight) and the municipal administration, (implementation), coupled to a sound hiring policy lays the foundation for a functioning municipality.

Secondly, intervention by CoGTA to fund infrastructure for small town establishment in 2011 creates the opportunity for economic growth in the towns.

Thirdly, the electrical connection of the first four hundred houses funded by the Department of Minerals and Energy creates the opportunity to role electricity in the municipality. The maintenance and management of the grid will be controlled by Eskom.

Fourthly, the Provincial Department of Treasury observes that the finances have improved and continue to improve. The grant income covers expenditure.

## **1.4. Failures (Service delivery backlogs, under spending on capital budgets, poor audit outcomes, service delivery protests etc)**

There have been unqualified audits and last year the municipality delivered 16 access roads almost one for each of the 17 wards.

The following backlogs were identified by the Technical Service Manager:

There is a huge backlog with the access roads – municipal function; Nothing has been done to the housing backlog thus it sits at 100% - provincial function; Water backlog is 88% (28500 of 32500) – district function; and Electricity backlog is 92% (30000 of 32500) – parastatal function.

### **1.5. Capacity – Political and Administrative**

Political capacity is undermined by the opportunism of individuals entering politics to secure a job because of the high unemployment. The relationship between the council and administration is stable. There is difficulty in sustaining staff capacity in terms of attracting skilled staff and retaining them. Notwithstanding this the municipality is clearly on a development growth path – with the support of provincial and national departments.

### **1.6. Key Constraints and Weaknesses**

In addition to staff capacity and retention of staff, the lack of local accommodation in Msinga exacerbates the retention problem forcing staff that were not born in the area to commute long distances to work (averaging over 300km daily).

The IDP was not aligned with province and national because of lack of submissions from both spheres. The IDP document is not seen as the business plan of the municipality by many senior staff.

The Human Settlement Department is yet to delivery its first RDP house.

The municipality operates under Ingonyama Trust which means traditional authority is in a position to dictate the pace of development in the municipality through its control of the land.

### **1.7. Changes Required to Perform Better**

Ideas for the introduction of changes to perform better are:

- More funding from treasury on an identified needs basis.
- Highly skilled people can be encouraged to buy property in the small towns once there is sectional title
- Continuous training of councillors and indeed candidates is required to ensure that rural politics is the politics of real development and not the politics of fantasy leading to turmoil and protest because of the presentation of unrealizable dreams requiring little or no commitment from the community.
- The equitable share demographic statistics should be aligned with the demographic data which the IEC uses.
- The Dept of Human Settlement needs to fulfil its mandate.
- Other spheres of government need to inform the municipality of their projects and so that the municipality can inform the local service providers to tender for the relevant service providers.
- Provincial and national departments should participate fully in the IDP process and implement procedures for proper planning so that municipalities will be aware of their funding allocations at the beginning of the financial year and not as currently at the end.
- The entire issue of communal land and the development of the local municipal economies need to be addressed nationally.
- The powers and functions of rural municipalities should be reviewed to whether they are able to carry more tasks. This raises the issue of the role of the Districts or conversely of further limiting the role of the local municipalities.
- The categorisation and grading of municipalities needs to be reviewed and/or explained so that rural municipalities – the losers in the current system understand the issues.
- Deployment of senior employees of political parties should be replaced by hiring of those with the required skills and experience.

## **2. Municipalities Perspective of its Performance**

### **2.1. Political Perspective (Politicians' Interviews)**

#### **2.1.1. Accomplishments (water, sanitation, LED, FBS etc, and reasons)**

The prime municipal function is the construction of secondary roads. The backlog is being addressed. Progress is being made. The aim is to do one access road in each of the 17 wards. Last year 16 access roads were constructed almost one for every ward. Each road is approximately 5 to 6 kilometres long.

Access roads our function and there still is backlog but we are working on it. Great problem is that there is no water. Small rivers dry up. Water is not our function but we are held responsible. Same with electricity not our function but we are held responsible.

Mayor

The mayor has organised weekly meetings which are held in each ward. The mayoral meeting are rotated from one ward to the next.

Every Thursday we have an Imbizo in a ward. We go to the people and give them a chance to say what they need.

Mayor

### **2.1.2. Failures (specific and reasons)**

The backlog failures from the perspective of the Mayor have to do with the slow water delivery from the District, the slower delivery of electricity from Eskom and the complete none delivery of the Department of Human Settlement which has failed to deliver one house in municipality.

Is Msinga seen as a failure because the Council and the Administration are failing to fulfil their functions? Or are we seen as failing because we are held accountable for the failures of the District to deliver water, Eskom to deliver electricity and the Department of Human Settlement to deliver housing?

Mayor

For the Mayor of course there are capacity issues in the municipality but these issues have never been “hidden or denied” by the municipality so it is difficult to interpret this as a failure of municipality. It is an issue on which the municipality is working.

### **2.1.3. Assessment of political capacity and commitment (including the political-administrative interface)**

The political interaction and involvement with the community is on-going. The mayor holds an imbizo in each ward every week. Through these imbizos the communities in each ward has an opportunity to discuss a wide range of issues with the mayor. These structured community meetings ensure that the IDP is fully discussed at each ward. The fundamental concern on the mayor’s part is that at these meetings “expectations are very high” and the community expects the delivery of housing, jobs, water and electricity. The municipality is held accountable for housing, jobs, water and electricity over which they do



not control. These concerns, especially the demand for jobs, places pressure on the politicians and pressure on the overall stability of the municipality as the issue of jobs can be linked to any other political issue. The weekly meetings have increased the communities' understanding of the role of the municipality.

Given the high unemployment and the widespread poverty the issue of jobs and all service delivery is constantly raised. The mayor sees the high unemployment impacting on many job seekers, who once they have failed to find employment in the municipality consider entering politics and becoming a councillor in order to find employment. This introduces a lot of opportunism into municipal politics.

And the real problem is that the high unemployment means that everyone is looking for jobs and scarcity of jobs means many look to politics for jobs if they fail to get a job in the municipality. This job interest in being a councillor puts a lot of opportunistic pressure on the political system.

Mayor

The mayor interprets his role in the municipality as one of oversight and ensuring that there is delivery of services.

I have an oversight role in everything. My duty is to see that people get services.

Mayor

The interaction between the mayor and municipal manager is described as good:

My role is oversight of the municipality and municipal manager's role is administrative. We have a good relationship.

Mayor

#### **2.1.4. Role of other spheres of government and other stakeholders (e.g. DBSA and SALGA)**

The mayor sees his basic role with other spheres of government as one of ensuring "good communication so that there can be development. But sometimes it is difficult." In the past relations with province and national were seen to be problematically especially with provincial cabinet ministers euphemistically conducting their business (i.e., politics) without formal

introductions with the major. In contrast there are good relations with the District which is supportive of the municipality:

My role is to ensure good communication so that there can be development. But sometimes it is difficult with province and national. In particular, in the past provincial MECs would arrive unannounced in Msinga and not introduce themselves to me. They would just move up and down in Msinga doing their business and leave. From last year this has improved and protocol is followed. At least I now know when they come and go. We have good relations with the District. With the District we share everything and they support us where they can.

Mayor

Relationships with national especially with CoGTA have improved and there is a new supportive attitude towards Msinga. CoGTA will be funding programmes in Msinga.

The relationships with the other local municipalities in the uMzinyathi District are very good. The understanding between the local municipalities is based facing the same “problems, especially the poverty”.

The relations with SALGA are good and SALGA is currently assisting the municipality with a dismissal of a manager. The assistance is required because the manager is taking the municipality to court.

Support from DBSA was in terms of core funding before 2006 and today it is with training.

Relations with the small business community within Msinga are good but there are not many opportunities for the formal use of these businesses in the programmes of the municipalities so the scale of interaction is small.

### **2.1.5. Constraints and opportunities**

There were numerous constraints identified by the politicians. The comments of the politicians were as follows:

“Financial constraints because of lack of funding”: The municipality is a grant municipality in that 100% of its funding is from government grants.

“Cannot get highly skilled people to stay in rural area”: Managers commute from Pietermaritzburg and Durban daily because there is no accommodation in Tugela Ferry.

“We have no proper town but that could change in July 2011”: Only Pomeroy has limited sectional title land whereas Tugela Ferry and Keat’s Drift have no sectional title. This slows down commercial expansion and makes the ownership of private property for managers from outside the area impossible.

“No support for housing by the Dept of Human Settlement”: Not one house has been built in Msinga thus the backlog remains at 100%.

“Politics can also be challenging here”: discussed above 2.1.3 Assessment of political capacity and commitment.

“Community needs water, electricity and jobs. The community really does expect jobs. Something needs to be done about jobs”: The community is constrained by its poverty and the lack of opportunities.

### **2.1.6. Specific changes that can remove constraints/enable better service delivery**

Specific changes flow from the identified constraints of the politicians to enable better service delivery.

- More funding from treasury on an identified needs basis.
- Highly skilled people can be encouraged to buy property in the small towns once there is sectional title
- Province and national need to expedite town development by enacting enabling sectional title legislation and regulation so that small rural towns can develop. Additional economic funding needs to be designated to these towns. The law is merely a necessity condition for development and not a sufficient one. An economic stimulus package is required to enable the municipality to launch into town planning and attract investors who because of the negative perceptions of rural areas will not invest simply because there are now property rights in small urban islands in a sea of rural poverty.
- The provincial Dept of Human Settlement, which controls the housing function in Msinga, has not built one house in the municipality

notwithstanding the many requests from the municipality. The issue of rural housing needs to be addressed by provincial and national within a policy framework that incorporates insights of the rural – metro population drift in terms of lack of both job opportunities and housing in rural areas.

- Continuous training of councillors and indeed candidates is required to ensure that rural politics is the politics of real development and not the politics of fantasy leading to turmoil and protest because of the presentation of unrealizable dreams requiring little or no commitment from the community.
- The municipality should be informed, at the very least, of the planning of water and electricity delivery in the municipality. The problem is deeper than this: it is clear that the eradication of these backlogs (and housing) will not be completed by 2014. And in the words of a local Zulu businessman who happened to be at the municipality when the interviews were conducted:

It is delusory to promote the eradication of service delivery backlogs in rural areas by 2014 because this will not happen in my life time if ever. The reason is simple there simply is not enough money coming from the taxes of well under five million taxpayers to fund the massive costs of rural housing, rural water and rural electricity for fourteen million rural South Africans who are so poor that they will not contribute one cent of tax to the delivery of these services. To believe this one must either be a wizard or a national politician. The raised development expectations of the rural dweller are going to rumble in the belly of South African politics for years to come. I know this I have - in Western terms a very large extended family here – and they are all waiting and waiting for good things to fall out the sky!"

The specific change required here is political realism linked to economic programmes.

## **2.2. Administrative Perspective (MM/CM Interviews)**

### **2.2.1. Accomplishments**

The items identified as accomplishments by the Municipal Manager demonstrates both the good intentions of the municipality to deliver and the

limited scale of the municipality to seriously address poverty and employment in the area. Items such as “food parcels” speak to the real poverty of the area but do not address the long-term sustainable development as items such as “140 vegetable gardens”. Yet within the context of economic growth and development more is required than gardens. The cultural cohesiveness in Msinga is sustained by a programme of “empowering performing artists” – these types of programmes are often discussed at national level but rarely implemented. Such programmes for a critical role bringing the community together though they need to be linked to economic programmes of development (for which currently there is no funding):

- Building of new municipal offices.
- Completion of phase 2 of Eskom power lines; starting of phase 3.
- Construction of 16 access roads in the wards.
- War on poverty by provision of food parcels to needy people.
- Supporting of youth with soccer kits
- Empowering artists with money who perform during mayoral events.
- Bringing government to the people – inviting other stakeholders to address community on their programmes during the imbizos.
- 140 vegetable gardens

### **2.2.2. Failures (specific and reasons)**

The failures in the municipality for the Municipality Manager are as follows:

“The challenge here is that there is no LED plan since we only adopted an LED strategy for Tourism.” Lack of capacity and funding for the plan has led to this situation. The municipality is working on solutions.

A multi-million rand packing house for packaging and cold storage of vegetables for their commercial sale was built in this municipality by American donors. Because of political differences the packing house has remained unused since its construction.

There was a problem with an Eskom contractor for phase three of laying Eskom lines. This has slowed delivery but a new contractor has been appointed.

The training of staff to build capacity is taking longer than anticipated.

The backlogs are huge. Only the access roads are the responsibility of the municipality:

There is a huge backlog with the access roads. We don't have a clear size of the backlog.

Nothing has been done to the housing backlog thus it sits at 100%.

Water backlog is 88% (28500 of 32500).

Electricity backlog is 92% (30000 of 32500).

Technical Manager

### **2.2.3. Assessment of administrative capacity and commitment (including the political-administrative interface)**

The Municipal Manager said that overall relations with the mayor and council were very good. There is a clear understanding of the separation of the political oversight and administrative roles and functions. The prime role in relation to council is to advise on decision making so as to ensure the best decisions.

The administrative capacity is compromised by lack capacity but this is an issue acknowledged by all respondents in the interviews. It is now a matter of comprehensively addressing the training needs in each municipal department.

### **2.2.4. Role of other spheres of government and other stakeholders (e.g. DBSA and SALGA)**

Overall the relations with provincial and national are seen as good compared to the past. Yet there could be "more but we could do with more support but not interference". The relationship with the Local Municipalities and the District Municipality "is very good as we know each other's problems".

The relationship with SALGA is seen as good as far as it goes though the Municipal Manager believes that it "could be better." And the relationship with DBSA is seen as good because of the grant support it gives "for work studies,

research and surveys and for example agricultural and tourism plans. But more support would be welcome.

### **2.2.5. Constraints and Opportunities**

There were a number of constraints and opportunities identified by the municipal manager:

- “Resources depend on grants and equitable share only. Equitable share is calculated on out of date population figures. The IEC says that there should be another two wards in the area because of the population – this population is unaccounted for by the ES.” The equitable share demographic statistics are used from old census data figures; this represents a population increase of 11.76% and would therefore increase the equitable share of the municipality.
- “Dept of Human Settlement has a big problem in commencing its programmes. This matter has been reported to the HOD.” The lack of a housing programme impacts on the LED on the municipality.
- “When other spheres of government have izimbizos in this Municipality they do not utilize service providers from the area instead they come with their own service providers from outside.”
- “Failure of other spheres to submit their programmes to the municipality during IDP Forums. If Provincial or National Departments attend IDP Forums they don’t have a mandate to act so their attendance does not help.”
- “Operating under Ingonyama Trust”: There are no private property rights in Msinga (other than a small portion of Pomeroy) and this discourages investors.
- “Definitions of powers and functions which limit us to access road delivery.” The functions of rural municipalities are limited.
- “Categorisation and grading of municipalities”: This limits the salary packages of rural administrative staff and the ability of the rural municipalities to attract qualified staff.
- “Deployment of senior employees of the leading political party should be replaced by hiring of those with the required skills and experience. The practice of deployment breeds corruption.”
- “Allocation of funds to the municipalities should be determined by the needs of the people as stated in the IDP.”
- “Province complains that their conditional grants which they drop on us at the end of the year are not spent – but they expect us to rush projects because they have not spent their budget that year. In this way the poor provincial planning and responsibility for projects is shifted from the province to the municipality.”

## **2.2.6. Specific changes that can remove constraints/enable better service delivery**

Specific changes flow from the identified constraints and opportunities of the Municipal Manager to enable better service delivery.

- The equitable share demographic statistics should be aligned with the demographic data which the IEC uses.
- The Dept of Human Settlement needs to fulfil its mandate.
- Other spheres of government need to inform the municipality of their projects and so that the municipality can inform the local service providers to tender for the relevant service providers.
- Provincial and national departments should participate fully in the IDP process and implement procedures for proper planning so that municipalities will be aware of their funding allocations at the beginning of the financial year and not as currently at the end.
- The entire issue of communal land and the development of the local municipal economies need to be addressed nationally.
- The powers and functions of rural municipalities should be reviewed to whether they are able to carry more tasks. This raises the issue of the role of the Districts or conversely of further limiting the role of the local municipalities.
- The categorisation and grading of municipalities needs to be reviewed and/or explained so that rural municipalities – the losers in the current system understand the issues.
- Deployment of senior employees of political parties should be replaced by hiring of those with the required skills and experience.
- The request for the allocation of funds to the municipalities according to their needs.

## **2.3. Technical Perspectives**

### **2.3.1. Technical services Accomplishments (water, sanitation, electricity, roads and transport, refuse removal, climate change, housing)**

The accomplishments of the Technical Services Department were identified by the Technical Services manager. The access road function is now well established. The Technical Services Department is involved in forward planning demonstrating the municipality is moving in along a developmental path. The department has negotiated financial support from CoGTA to facilitate the infrastructure development of the soon to be proclaimed towns. In addition the department has successful implemented the first phase of



electrical connections to houses with funding from the Department of Minerals and Energy. It is significant that this forward looking department responsible for implementation has the most positive attitudes towards the national and provincial spheres of government. The comments of the Technical Services Manager were as follows:

- 16 access roads last year. (The municipalities main service function)
- 400 electric house connections – this was the first batch of connections and we expect to roll out the programme faster. The funding was from the Dept of Mineral & Energy. Once the electricity is installed the programme is handed over to Eskom for maintenance and operation.
- The assistance of CoGTA. CoGTA has set aside R19 million for Small Town Establishment from the corridor development funds so we believe that our new fully fledged towns will be developed. The funds will be used for infrastructure such as street lighting
- M & E SDBIP acts as a monitoring mechanism as there is a quarterly report.
- National and provincial Government departments co-operating with us. We are very happy with this progress.

### **2.3.2. Municipal finance (including opex, capex, MIG, MFMA compliance, audit outcomes)**

The accomplishments of the Finance Department were identified by the CFO. The municipality receives unqualified audits and has plans in place MFMA and GRAP compliance and for Operation Clean Audit. The municipality has no own revenue so it is reliant on the equitable share grants. The comments of the CFO were as follows:

- We get unqualified ones now.
- We do have a plan for Operation Clean Audit.
- We are not on the provincial list of non reporting municipalities. We are compliant.
- GRAP compliance this year.
- We are going to be compliant with MFMA
- Equitable Share is enough to cover all expenses though not enough to plan for economic development. The municipality is not in difficulties financially.
- There is no own revenue.
- The construction of the secondary roads is covered by MIG grants.

There has been a problem with the national processing the reports forwarded to them. The CFO had to go to national in Pretoria and prove with registered mail slips that the reports were sent in. This example is one of many where the municipality has to prove its competency to national.

Send our reports through to province and national. There is a problem with processing of documentation at national. National denied that they had received them. We then proved to them that we have sent them. They apologize but they never wrote a letter to the MM about the matter.

CFO

The municipality has developed a Turnaround Strategy after work shopping it. The CFO argues that the Turnaround Strategy does not add any new insights or strategies or funding scenarios to the current IDP framework because the Turnaround Strategy is methodology and procedures duplicates the IDP.

We have a TAS but the document is a duplication of the IDP. We sat for two to three days and identified 10 priorities. We did double work as we repeated the IDP.

CFO

### **2.3.3. Local Economic Development**

LED opportunities are circumscribed by the official 67% unemployment and the IDP Manager's estimated that there is only 3% employment in the area if farming is excluded. Essentially there is no work in Msinga outside of agriculture. Msinga "is a drought area and it never seems to rain here – water is real challenge." The municipality has identified potential in what people in Msinga call indigenous goats. And water for agriculture is a bigger challenge. In the words of the IDP Manager with LED "We have not achieved much." The small scale of the LED can be gauged by the fact that prime focus is on agriculture mainly on fencing, seeds and goats. The LED focuses on:

- Agriculture – there is nothing else. The Agriculture strategy is developed with the community – select projects and look for funding.
- We try and create employment opportunities.
- There is a new rock crushing venture.
- Indigenous goats.

### **2.3.4. Human Resources**

The Human Resources Manager believes that everything is a challenge: from lack of committed staff to lack of capacity especially technical skills to retention of staff. There are policies which guide the hiring of staff and staff

are selected on merit after testing. There is no competency testing. Performance management is in place and this is conducted by the IDP manager.

The Human Resource Manager identified the following accomplishments which demonstrate the human resource management is moving forward.

- Filling vacant posts.
- New HR policies in place.
- New local labour forum.
- New training committee

### **2.3.5. Planning (IDPs, Land use management etc)**

The IDP Manager says that the IDP is done internally and that CoGTA has given the IDP document a 70% pass mark. All land in Msinga is Trust Land and thus LUMS never adopted. There is no land use management because the entire municipality is under the authority of the traditional leaders. The new “Planning Development Act does not understand the Traditional Authority; the Traditional Authorities are not addressed in anyway that can help municipalities with land use management. This act repealed the Natal Town Planning and Regional Authority but it does not show how to use land under the Traditional Authorities. As the law currently stands the only future land use management will be in the newly proclaimed towns which will be in 2011.

The IDP Manager mention the completion of the Turnaround Strategy as an accomplishment and the “Mayor’s Imbizo every week. The IDP is discussed in each ward. We get feedback and requests. The poorest of the poor receive groceries.” The handing out of groceries each week is one indication of the scale of the poverty although such groceries will only be received once in a cycle of 17 weeks.

The IDP Manager wondered why the IDP is reviewed each year because in fact “most things do not change”. It was suggested that a review every three years would be adequate. The IDP Manager believed that such a poor

municipality was trapped in a cycle planning where because of understaffing by the time council adopts the IDP there is not much time left in the year for development. The IDP Manager said, “We plan we don’t implement.”

The GIS Spatial Development Framework was last done in 2005 because there is no funding to cover the costs of R500 000 on the SDF update.

The IDP is not taken seriously within the municipality the document “is not seen as belonging to everyone. The issue is other departments in the municipality don’t participate fully in the IDP.”

### **3. Conclusion**

#### **3.1. Strengths within the municipality**

There is a separation of roles and function between the mayor/council and the municipal manager/administration staff with the mayor/council having an oversight role and the municipal manager/administration staff having an implementation role.

The municipality receives unqualified audits and receives enough income to cover expenditure but not enough to develop a comprehensive LED strategy to address the widespread poverty. There are policies which guide the hiring of staff and staff are selected on merit after testing. The municipality has a Turnaround Strategy.

The municipality has good community relations with the mayor organising a weekly imbizo each week rotating from one ward to the next. The IDP is discussed in each ward. The agriculture strategy is developed with the community where projects are selected primarily fencing, seeds and goats. The municipal programmes addressing poverty such as provision of food parcels are good though in the long term a more developmental programme needs to be developed.

The delivery of 16 access roads one per ward demonstrates that the municipality is delivering in terms of its main function.

### **3.2. Weaknesses within the municipality**

The municipality suffers from both the ability to attract skills and to retain staff once they are in the municipality. The lack of local accommodation in Msinga exacerbates this forcing staff that were not born in the area to commute long distances to work (averaging over 300km daily).

There has not been a buy in into the IDP document and many senior staff do not see their role in it. This indicates that the municipal staff is not operating off the IDP as though it is the business plan of the municipality.

IDP Planner

The backlogs of access roads, the main delivery function of the municipality is huge. The municipality is held accountable for the backlogs in water, electricity and housing in the municipality although these are not the function of the municipality. Projections of the eradication of backlogs at current rates of delivery indicate that the majority of residents will still have no delivery by 2030.

### **3.3. Strengths from the IGR framework that supports service delivery**

There has been a turnaround in the support and attitude of provincial and national to the municipality in the key departments of technical services and finance. Intergovernmental relations for the municipality (technical services) have born fruit in the negotiations with CoGTA for funding for Small Town Establishment and the negotiations with Department of Minerals and Energy for funding for housing connections demonstrates that the municipality is moving forward.

The technical department has negotiated financial support from CoGTA to facilitate the infrastructure development of the soon to be proclaimed towns. In addition the department has successfully implemented the first phase of electrical connections to houses with funding from the Department of Minerals and Energy. The finance department sees the Provincial Treasury almost every day and in these discussions the Provincial Treasury says that the finances have improved and continue to improve. Relations with National Treasury have also improved.

Every municipal department expressed satisfaction with the municipality's relations with the District and the other Local Municipalities.

### **3.4. Weaknesses with the IGR framework that undermines service delivery**

The relations with the Provincial Human Settlement Department are still in limbo but the expectations are that the department will initiate its housing programme in the municipality.

An identified IGR weakness by the IDP manager was that the IDP was not aligned with province and national because of lack of submissions from both spheres. Because of this planning gap it was possible for some provincial departments to still “fund things through people not programmes. Politically connected people get things. People get tractors according to political affiliation.” Without alignment of these problems of arbitrary and preferential treatment cannot be managed. Another example of poor provincial planning is the given of grants to the municipality at year's end and expecting them to deliver a project.

The municipality operates under Ingonyama Trust. Traditional Authority is overlooked by urban planners as a sphere of government and yet this authority is in a position to dictate the pace of development in the municipality

through its control of the land. Outside the soon to be proclaimed town there are no private property rights.

The water function with District sits with uThugela water board in Newcastle which is outside the District. Because authority is with Newcastle a leaking tap in Msinga must be reported to Newcastle following which maintenance person is sent out after a week. The distances travelled for such repairs are enormous – closest portion of Msinga to Newcastle is a round trip of 250 km and the furthest is 450km. This function should be moved to the municipality.

In order to strengthen relations between the spheres of government national and provincial should consider aligning demographic head count used in the equitable share calculations with the same figures that the IEC is using. This change will increase the follow of ES fund by almost 12% for the municipality.

#### **4. Role of SALGA**

There was little information forthcoming from the politicians and the municipal manager on SALGA (KwaNaloga) The mayor has given feedback to SALGA. The key issue raised was the need for more training. The Municipal Manager suggested that SALGA modus operandi of training groups of municipalities should be changed as often when other municipalities pulled out of the training programme for whatever reason the entire training programme was terminated. It was advocated that SALGA should do training in one municipality.

There needs to be another round of grading of positions. The last grading was done by SALGA in 2003.

The senior managers were more forthcoming on the role of SALGA and some respondent raised a diverse number of issues relating to SALGA's role. The Technical Services manager said that the legislation was "fine." The suggested legislative or regulatory amendments required to be introduced by SALGA are:

Develop standard policies for municipalities' conditions of services and general conditions.

Human Resource

Why review IDP every year? The IDP should be in 3 year cycles as most things do not change. Why keep on planning? ...We plan we don't implement.

Planning/LED

Finances for the smaller rural municipalities are over regulated. Regulations need to be streamlined and simplified.

Finance/CFO

The role of SALGA to play in skills and capacity development was identified as follows:

Training of exco councillors to help them with the Act. Everybody needs training not just exco. SALGA concentrates in finance. Need training and interns in other departments as well. Need help with arbitration and discipline.

Human Resource

The CFO felt that enough training had been done and that training should henceforth be hands on training and not training away from the municipality.

No more training! Staff need to do work here and not be on training courses. Staff must be upgraded by keeping up with developments in their particular fields – in other words through hands on training.

Finance/CFO

The role of SALGA to play in the facilitation of exchange/support was as follows:

Yes we could go to the Metro to see what we should be doing. That would help. As sometimes we sit here and think that we are working only to find that we are wasting our time.

Human Resource

No people are away from work enough.

Finance/CFO

There is a supportive role for SALGA to play in providing guidance and debate on legislation and regulation. The time may well have arrived to have a legislative review to assess whether the legislation is having the desired effect or whether a situation of overregulation has been reached.



There clearly is an identified on-going need for training not merely for executive councillors and senior staff but all councillors and staff which needs to take cognisance of the changing circumstances in municipalities to ensure that the optimum outcome is achieved through training. Human resources should be capacitated to identify training needs and follow through with training programmes. Municipalities such as this still need massive support though clearly an end date to such programmes should be stated. The exchange programme with municipalities such as the metro could be one way of introducing hands-on training programmes.