



# ***STRATEGY 2022-2025***

*By Residents, For Residents*

*You can't understand how to change a world,  
if you don't understand how to change a country,  
if you don't know how to change a city, and you can't know that  
unless you know how to change a neighbourhood.*

— Barak Obama

May 2022

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## Acronyms

AG	Auditor-General
COGTA	Cooperative Governance and Traditional Affairs
CSOs	Civil Society Organisations
DPSA	Department of Public Service and Administration
IDP	Integrated Development Plan
MARRC	Msunduzi Association of Residents Ratepayers and Civics
MPAC	Municipal Public Accounts Committee
NEMA	National Environmental Management Act
NPC	Non-profit Company
RRAs	Resident Ratepayer Associations
ToC	Theory of Change

## Document outline

- [Section 2](#) describes the context, unpacks the core problems, and outlines our response to date.
- [Section 3](#) speaks to MARRC's identity positioning and lays out our vision, mission and values.
- [Section 4](#) sets out our theory of change – the rationale for this strategy.
- [Section 5](#) translates the theory of the change into four core areas of programming.
- [Section 6](#) offers an indicative logic models, including a set of more specific objectives, outputs and indicators for the period 2022-2025.
- [Section 7](#) focuses on some of the shorter-term next steps needed to prepare MARRC RC to successfully implement this whole strategy.
- [Appendix 1](#) includes a list of MARRC members (2022).

## 1. Introduction

The Msunduzi Municipality (Pietermaritzburg, KwaZulu-Natal) has been under administration for the past 10 years. The municipality is severely financially constrained and poorly managed, and many residents and ratepayers have been left feeling hopeless about the potential for change.

In response, concerned residents came together to establish resident and ratepayer associations in many areas of the city. Together these formed themselves into a united and solution-driven resident and ratepayer umbrella body: Msunduzi Association of Residents, Ratepayers and Civics (MARRC).

MARRC was initiated in a public meeting on 28 August 2020. The meeting was attended by numerous organisations and concerned residents who decided to establish an interim committee to establish a broad-based resident and ratepayer umbrella body which could address the many challenges facing the city and its citizens.

MARRC is a constituted and registered non-profit voluntary organisation representing a non-partisan, progressive and inclusive civil society movement. We aim to be solution-driven, to promote active citizenship, and to hold the Msunduzi Municipality accountable to its stakeholder base.

MARRC plays the catalytic role of uniting residents, ratepayers and civic organisations to bring together a wealth of expertise, knowledge, and experience. Together, our goal is to help address the challenges facing Msunduzi so that this provincial capital can become a prosperous place for all its residents to enjoy, a place where individuals, families and communities can thrive.

Beyond our local ambitions, we hope to contribute to strengthening a wider movement of active citizens, to improving the policy environment, and to generating greater social and political will to make South African municipalities work for their residents.

This strategy document unpacks our plans for the coming four year period and lays out a set of ambitious but realistic and measurable objectives to guide us in the next phase of our work and development.

## 2. Context & Early Responses

### Problem Analysis

Recent audit findings (2019/20), as presented by Auditor-General (AG) Tsakani Maluleke in June 2021, painted a gloomy picture on the financial status and administration of South African municipalities. At the time, Maluleke said:

*“Local government finances continued to be under severe pressure as a result of non-payment by municipal debtors, poor budgeting practices and ineffective financial management. The financial position of just over a quarter of municipalities is so dire that there is significant doubt that they will be able to continue meeting their obligations in the near future. Almost half of the municipalities are exhibiting indicators of financial strain, including low debt recovery, an inability to pay creditors and operating deficits.”<sup>1</sup>*

This accurately reflects the reality of Msunduzi Municipality – it is currently under administration for the second time since 2010. The state of the municipality was summed up by Mr Scelo Duma, a former Ministerial Representative of KwaZulu-Natal Cooperative Governance and Traditional Affairs (COGTA) who resigned from the position of administrator of Msunduzi Municipality in April 2022, in his report titled “Msunduzi Report Card ‘Dust Unsettled’ 2019/2020” to the full council meeting in December 2020 as follows:

*“Msunduzi faces a unique conundrum where the problem is known, the answer is known, yet it seems the problem cannot get solved. These are the four main reasons for the state of affairs: a culture of entitlement and impunity; political interference; the abuse of state resources for personal gain; and maladministration, fraud and corruption.”<sup>2</sup>*

In a follow-up report titled “Council Handover Report, March 2022”<sup>3</sup> presented to the full council meeting in March 2022, Duma named a set of more specific, persistent problems besetting Msunduzi municipality, including:

- The failure of **key infrastructure**, such as electricity and water due to poor/inadequate maintenance, age and vandalism;
- Failure to attend to the **repair** of potholes, street lights and storm water drains;
- Failure to **clean** the city and surrounding nodal and residential areas including irregular collection of solid waste and challenges associated with the processing and disposal of solid waste;
- Failure to adequately **plan** for and spend conditional grants over the past Medium Term Expenditure Framework;
- Failure to **contain costs** associated with support services such as security as well as external consultants.

We work in an environment of **political interference and cadre deployment** of unskilled, unqualified and inexperienced managers. which has contributed significantly towards poor **management** of the municipality. Persistent poor and unreliable billing of **revenue** from customers for rates and services rendered; dysfunctional **customer care** and inadequate **communication** with residents, business and the public at large; slow and lacklustre consequence management to address abuses and infractions

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<sup>1</sup> <https://pmg.org.za/blog/State%20of%20Local%20Government/>; (<https://businesstech.co.za/news/government/412459/the-shocking-state-of-south-africas-municipalities-uncovered/>)

<sup>2</sup> <https://marrc.org.za/wp-content/uploads/2022/04/MR-Report-to-Council-2020.12.15i.pdf>

<sup>3</sup> <https://marrc.org.za/wp-content/uploads/2022/04/MR-Report-February-2022...v2022.03.10.pdf>

by municipal staff and officials; and complicated performance management systems all contribute to sustaining and worsening this state of affairs. Preliminary findings of a municipal **qualifications** audit have revealed serious skills gaps and limited or non-existent consequence management. There are also several ongoing forensic investigations into the affairs of the municipality.

The electricity infrastructure in Msunduzi is in an execrable state resulting in frequent and prolonged power outages. These outages have serious impacts on the revenue of the city, its overall **economy**, and on the **well-being** of its residents. Businesses lose money because they are unable to trade. Hospitals, oxygen producers, water reservoirs and water treatment plants are affected, triggering environmental issues and threats to health and life. Residents of the city are lose perishable food due to cuts in refrigeration, or are unable to work and study from home (of special relevance during the height of the COVID-19 pandemic). As a consequence of these and other factors, the total vacancy rate for all combined business units is 48.8%.

Municipal **expenditure on security** peaked during the 2019/2020 financial year when just over R27 million was spent on security for officials and councillors,

Further, the municipality's **Cash/Cost Coverage Ratio**<sup>4</sup> has worsened to 0.07 months for the month of January 2022 (equivalent to 2.1 days). The prescribed norm for the Cash/Cost Coverage Ratio is 1-3 months. Reasons for this poor metric include ineffective debt collection, amongs other management related factors.

At a **structural** level, current legislation (e.g. the Electoral Act) makes it difficult for voters to hold their local representatives accountable – disabling functional local democracy. Policy around municipal systems also mitigates against effective public participation in critical processes, such as Integrated Development Planning (IDP). Ultimately, there is a need for shifts in local practices and policies, but also in the national laws and policies that have enabled current levels of dysfunction.

Finally, all of the above, coupled with a range of more widespread and dramatic developments in recent years<sup>5</sup> have diminished people's **trust in local government** and, to a degree, in democracy itself. Many communities have turned inward in search of local solutions – sometimes in destructive ways (e.g. vigilante responses to looters in July 2021), but also by initiating self-help initiatives, participating in community policing, and other means of generating local solidarity and mutual support to mitigate against poor or non-existent service delivery. Others have all but given up hope – a response to the collapse of the local state results in destructive demonstrations in which remaining infrastructure is damaged or destroyed in protest against absent infrastructure and service delivery. This kind of self-defeating action is exacerbated by a pattern of government neglect – communities know from experience that they will only get prompt attention if they cause government departments and their fellow citizens bigger problems than the ones they already face – an extreme case in which only the squeakiest wheels get greased.

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<sup>4</sup> Cash/ Cost Coverage Ratio (Excluding Unspent Conditional Grants) Purpose/ Use of the Ratio. **The Ratio indicates the Municipality's or Municipal Entity's ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month**

<sup>5</sup> Cf. the outcomes of the Zondo Commission of Inquiry into State Capture; the July 2021 unrest in KwaZulu-Natal and Gauteng, which included widespread looting, rioting and public violence; the aftermath of the April 2022 floods in KwaZulu-Natal, including several lacklustre state responses, and the public call for relief funds to be directed through civil society initiatives (such as Gift of the Givers) rather than the state.

In light of all the above, we as MARRC believe that there is both the energy for, and an obvious need to, organise in ways that shore up local accountability, democracy and effectiveness rather than undermining these. In order to do this, and to address the local challenges sketched out above that MARRC was formed.

## MARRC's Response & Track Record

Since 2019, a process has unfolded to establish MARRC as a community response to:

- address service delivery issues;
- hold our municipality accountable; amplify citizens' voices; and
- provide a platform for community development.

During this time MARRC was constituted and registered as a Non-Profit Company (NPC). Much has been accomplished during this short space of time, includes the formation of 18 Resident Ratepayers Associations (RRAs). In addition, two civic organisations joined MARRC. See [Appendix 1](#) for a full list members. Over the past two years we have developed a high profile in the local media, developed a case study on Msunduzi's billing problems, developed a leadership training program to capacitate RRA leadership, forged partnerships and alliances with other key stakeholders, and tackled issues such as the Maritzburg United Football Club R27 million sponsorship by the municipality.

We have participated actively in council and municipal processes: IDP development and budgeting; submissions on tariff increases; and reviewing development projects.

MARRC has also made contact with the Glenhill and LaMercy Resident and Ratepayer Associations from Durban who are keen to forge links with many RRAs so as to sharing learning and best practices that might scale up to provincial level.

One of our major achievements has been witnessing communities coming together and participating in community activities and promoting community spirit. Often for the first time, these communities are participating in municipal structures, becoming more vocal, picketing and protesting, and beginning to address their communities' needs collectively.

Despite the dire situation in our municipality (and many others) civil society formations are rising up to challenge the status quo and hold political elites accountable. We see coalitions of civil society organisations coming together in the form of organisations such as Defend our Democracy and Our Vote Counts which mobilise citizens to take a stand for electoral reform and accountability. MARRC is a active local expression of this wider impulse, enabling residents of Msunduzi to reclaim their voices, their agency, and their dignity.

### *Selected media coverage*

In 2020 MARRC partnered with the Witness newspaper to hosted a **public competition** for residents to design a **logo** for MARRC and managed to secure R3 000 of prizes for the winner

- [https://www.facebook.com/135011786539762/posts/5477131772327710/?sfnsn=scws\\_pmo](https://www.facebook.com/135011786539762/posts/5477131772327710/?sfnsn=scws_pmo).

In 2020 we conducted a **case study on the billing crisis**, which remains a major problem

- [https://m.facebook.com/story.php?story\\_fbid=5453280604712827&id=135011786539762&sfnsn=scwspmo](https://m.facebook.com/story.php?story_fbid=5453280604712827&id=135011786539762&sfnsn=scwspmo)

- <https://www.news24.com/witness/news/cogta-mec-hears-residents-complaints-about-msunduzi-municipalities-billing-mess-vows-to-step-in-20201113>
- <https://youtu.be/WMD7IkIlyNQ>
- <https://www.iol.co.za/mercury/news/ratepayers-body-offers-hope-to-pietermaritzburg-residents-billed-incorrectly-by-msunduzi-municipality-12a194b9-d27c-401c-9c98-e86ecaf31633>

During 2020 and 2021 we **opposed the tariff increases** imposed on residents by the council

- <https://www.iol.co.za/mercury/news/ratepayers-opposition-parties-unhappy-with-msunduzi-tariff-increases-0cf35844-f732-42dd-a75c-971f6eb88975>
- <https://m.news24.com/SouthAfrica/News/ratepayers-oppose-water-power-hikes-20200511>
- <https://www.iol.co.za/mercury/news/msunduzi-municipality-residents-upset-as-objections-to-tariff-increases-ignored-244e434a-e667-43c5-9fd3-b862897db830>

During the **local government elections** in 2021 we hosted a public meeting with all political parties contesting the local government elections; we also participated in the national debate on the 2021 local government as well

- <https://www.youtube.com/watch?v=OWJzfHLr1k0>

During 2021 we explored **legal action** that we could take against the municipality to force them to **provide basic services**

- <https://www.iol.co.za/mercury/news/msunduzi-ratepayers-threaten-legal-action-over-poor-service-delivery-84abb798-3523-4797-9910-bae058c547a4>
- <https://www.ecr.co.za/news/news/msunduzi-ratepayers-fume-over-poor-service-delivery-threaten-legal-action/>
- <https://capitalnewspapers.co.za/116569/marrc-explores-legal-options-against-municipality/>

On 1 October 2021 we picketed outside city hall on the council's **decision to sponsor Maritzburg United Football Club**

- <https://www.iol.co.za/sunday-tribune/news/msunduzi-residents-protest-over-r27-million-given-to-maritzburg-united-48d86353-dc3a-46a1-84a3-df43150617fe>
- <https://www.news24.com/witness/news/pietermaritzburg/stop-maritzburg-united-sponsorship-say-residents-20210901>

In April 2022 we were interviewed on the appalling state of **cemeteries** in Pietermaritzburg

- <https://ewn.co.za/2022/04/11/haunting-the-dead-how-our-loved-ones-are-resting-in-pieces>
- <https://youtu.be/jtuGpLovAl>



### 3. Positioning & Identity

MARRC is a community-led advocacy and movement-building organisation. We work to:

- monitor and provide oversight of the activities of the municipality in accordance with the South African Constitution, the Promotion of Equality and the Prohibition of Unfair Discrimination Act, and any other relevant legislation, bylaws and policies;
- foster community development and uplift communities.

#### MARRC Pledge of Active Citizenry

All members of MARRC shall promote active citizenry. Active Citizenry in MARRC entails solution-driven activities to promote effective service delivery, social justice, accountability, unity and Ubuntu across the Municipal area of jurisdiction. Ubuntu means “humanness” and is expressed in Zulu as “umuntu ngumuntu ngabantu” (a person is a person because of other people). Consequently, Ubuntu incorporates relationships of reciprocal respect and responsibility between individuals and communities. The major purpose of MARRC hence is active citizenry in order to meet our objectives in the public interest. MARRC is constituted independently of government and is always accountable to the communities it represents and serves.

#### Vision

A Msunduzi Municipal area in which all its people are accorded social justice, respect and dignity by the provision of equitable services.

#### Mission

Our mission is to engage with the Msunduzi Municipality, Sector Departments, interested and affected parties in accordance with our principles in order to:

- a) promote services that are efficient, affordable, reliable and cost effective and effected by the transparent levying of justifiable and reasonable, agreed-upon rates that are not inflated;
- b) enhance public safety for all;
- c) promote community development and cohesion
- d) abide by and enforce by-laws and the Municipal Systems Act (32 of 2000), including Section 16 which ensures equitable and transparent consultation with the municipality; and
- e) enhance environmental protection, universal access, sustainability and cleanliness in accordance with National Environmental Management Act (NEMA) and all its updates.

#### Values & Principles

- |                                      |                                   |
|--------------------------------------|-----------------------------------|
| 1. Fidelity to purpose               | 5. Avoid conflicts of interest    |
| 2. Altruism                          | 6. Equity and anti-discrimination |
| 3. Integrity                         | 7. Democracy and empowerment      |
| 4. Optimising resources (efficiency) | 8. Independence and impartiality  |

## 4. Theory of Change

This section shares our analysis of what is needed to produce lasting changes sufficient to address the problems described in Section 2.

This Theory of Change (ToC) links to the ; logic model in Section 6. This figure offers a high level picture of the changes – and the linkages between them – to which we hope to contribute *en route* to transforming the functioning of the Msunduzi Municipality. It also gave rise to the four programming areas described in Section 5, and which are the basis for organising this strategy.

The diagram below offers a visual summary of our ToC. The text which follows offers a narrative explanation of these ideas.



MARRC supports **the formation and development of RRAs**, including building the capacity of their leadership and educating themselves about the functioning of local government so they can interact with it more effectively. RRAs, their leaders and members are accompanied on an ongoing basis as they do their work. We aim to build capacity for this in as possible in the coming years, without outstripping our capacity to offer high quality support to emerging RRAs.

RRAs, in turn, cultivate a stronger sense of **community**, social cohesion and ubuntu, and mobilise their communities to take action in their own best interests, and in line with our shared values and principles – seeking systemic solutions to local problems so that benefits accrue to their own communities, but also to others).

Through MARRC, RRAs and local people come together to **advocate** for their rights and to hold the municipality to account. Advocacy can take many forms, including:

- direct engagement with local government structures and processes (engagement with council, portfolio committee, Municipal Public Account Committee (MPAC) meetings; reviewing tariff increases; engaging ward councillors and ward committees)
- influencing through media platforms (print; local radio and television; social media);
- targeted campaigns, including submissions, public action, etc.
- strategic litigation

MARRC's standing as a representative body enables us to proactively convene meetings with public representatives like the Mayor, Deputy Mayor, Speaker, Municipal Manager, Chief Finance Officer, and Ministerial Representative, both to receive regular feedback on issues affecting the municipality and to hold them to account.

As well as addressing specific problems within the municipality, our local advocacy efforts will aim to position MARRC as a strong voice for public accountability in the mind of residents and municipal officials – in turn increasing our capacity to make citizen's voices heard.

We also seek to participate in wider campaigns to **reform policy, law and practice** in ways that enable more effective local democracy. This will involve collaborating with others working at provincial and national levels. Such advocacy is likely to target the provincial and national ministries of COGTA, the Presidency, other government departments and Chapter Nine institutions (e.g. the Human Rights Commission, the Public Protector). Our role here will be contributing data and adding our voice to others in campaigns such as *Defend Our Democracy*.

As we engage in the work of organisation building, community strengthening, and advocacy, we also need to **learn** from our experience, and from the experiences of other RRAs in the country. This is essential not only for our own effectiveness and development, but to ensure we are able to contribute to a growing and scalable movement. We intend to invest in documenting processes, innovation, learnings and insights and sharing these as widely as possible – as a core part of our work. This will also serve to position MARRC as a thought and practice leader in the space of local government advocacy and community development, contribute to our sustainability as an organisation, and ensure that our strategy remains current and responsive as circumstances change.

Of particular importance is the area of electoral reform – This is urgently required to enable a more democratic and accountable system, and to encourage citizens' participation in future elections. The Constitutional Court ruled that the current Electoral Act was unconstitutional as it does not accommodate individuals who want to stand as independents. A process to address the deficiencies of the Electoral Act is unfolding, but has proved controversial, and seems destined to recommend cosmetic changes only. Since numerous organisations are likely to challenge the constitutionality of the proposed amendments, this process is likely to be considerably extended. However, it is a priority that it be completed satisfactorily before the 2024 national and provincial elections.

## 5. Programming Strategy

MARRC programmatic work will be organised into four programme areas and are described below:

### 1. Community Building Through Local Action

This programme focuses on empowering residents so that they are better organised, more able to hold their municipality to account, and/or to directly address their own challenges where necessary.

We do this by:

- helping to establish RRAs in local communities;
- providing RRAs with leadership training (knowledge and skills related to local government, and ways of working to address community challenges) developed by MARRC;
- providing ongoing support, solidarity and accompaniment.

Our role here is developmental and supportive rather than directive.

**Outcomes:** Better informed, more knowledgeable, solution-driven communities with the capacity to take positive direct action to address their own problems and engage in effective advocacy.

### 2. Advocacy for Accountability

This programme focuses on holding the Msunduzi municipality to account by leading a shared advocacy agenda on behalf of, and in partnership with, our members.

We do this by:

- participating in municipal structures like the full council, portfolio committees and MPAC;
- participating in IDP and budget development processes;
- attending imbizos;
- making submissions related to policies, by-laws and annual tariff increases;
- developing activist leaders;
- building partnerships with allied movements, organisations and individuals (including cultivating *pro bono* relationships with relevant professionals to support our work);
- engaging the media and the general public;
- litigating to if the municipality subverts legislation or breaches policy guidelines.

**Outcomes:** Citizens' voices and challenges are heard and acknowledged; municipal practices change and problems are addressed; MARRC has a strong, positive profile with the general public in Msunduzi.

### 3. Learning for Innovation

This programme focuses on documenting our work – in particular, insights, learnings and evidence – and sharing these with others in the wider movement and beyond. It draws upon, and feeds into, all other programme areas.

We do this by:

- designing and applying efficient and effective M&E systems and practices;
- integrating regular thinking, reflection and meaning-making sessions into the rhythm of our work as MARCC, and encouraging similar practices in our member organisations;
- investing in documenting and publishing about our work, and the evidence and learning it generates, in a variety of forms;
- disseminating learning on-line and through partnerships and networks.

**Outcomes:** Learning, evidence and innovation are shared to bolster our own and others' aligned advocacy efforts; MARCC is an innovator and thought-leader in the public accountability space.

### 4. Policy reform

This programme focuses on targeting national government on issues of electoral and structural reform.

We do this by:

- partnering with and contributing to national campaigns for electoral reform and other agendas aligned with our members' interests;
- integrating regular thinking, reflection and meaning-making sessions into the rhythm of our work as MARCC, and encouraging similar practices in our member organisations.

**Outcomes:** An enabling legal and policy environment, for accountable local government and community functioning, is in place.

## 6. Logic Model

The high-level logic model/results framework in this section offers a broad map of our plans for the coming period. More specific and timebound operational plans will be developed within each programme area (as well as for the organisational core) to support ongoing fundraising efforts and guide day-to-day implementation.

*Vision: A Msunduzi Municipal area in which all its people are accorded social justice, respect and dignity by the provision of equitable services.*

### Programme Area 1: COMMUNITY BUILDING THROUGH LOCAL ACTION

ACTIVITIES	OUTPUTS	OUTCOMES	OUTCOME INDICATORS
Objective 1: To establish 10 Resident & Ratepayer Associations throughout PMB serving residents in their communities in 2022-2023			
<ul style="list-style-type: none"> <li>Establish/ revive 10 RRAs in Msunduzi</li> <li>Conduct leadership training program with RRAs</li> <li>Revive current RRAs</li> <li>Induction of new RRA leadership</li> <li>Provide support and mentorship to RRA leadership</li> <li>Quarterly meetings with all RRAs</li> <li></li> </ul>	<ul style="list-style-type: none"> <li># Leaders identified and inducted</li> <li># of RRA committees established/ revived</li> <li>Training session with leaders</li> <li># of people mentored</li> <li># of mentoring session</li> <li>(Means of verification: Attendance registers, minutes of meetings, membership forms for RRAs)</li> </ul>	<ul style="list-style-type: none"> <li>More connected, mutually supportive urban communities; increased social capital</li> </ul>	<ul style="list-style-type: none"> <li># of leaders identified</li> <li># of meetings held by RRAs</li> <li># of quarterly meetings held</li> </ul>
Objective 2: To develop community strategies to address community issues/challenges through community projects or interventions			
<ul style="list-style-type: none"> <li>Community mapping/research/baseline study</li> <li>Community action plans</li> <li>Ward based monitoring</li> <li>M&amp;E Plans and reporting</li> </ul>	<ul style="list-style-type: none"> <li># of communities mapped, researched</li> <li># of community action plans</li> <li># of ward committees monitored</li> <li># of M&amp;E plans &amp; reports</li> <li># of training and events</li> <li># of participants</li> <li># of meetings held</li> </ul>	<ul style="list-style-type: none"> <li>Effective RRAs/civics help communities effectively address local problems/social ills (social, service provision, etc.)</li> <li>Community issues identified by RRAs</li> <li>Actions taken by RRAs to address their issues</li> </ul>	<ul style="list-style-type: none"> <li>Residents report on improvement of service delivery by municipality</li> <li># of issues/challenges identified</li> <li># of community action plans developed</li> <li># of residents report on employment opportunities gained</li> </ul>

<ul style="list-style-type: none"> <li>• Training on indigent policy and assisting communities to apply for indigent applications</li> <li>• Participate in local government processes to foreground citizens' experiences and needs</li> </ul>	# of FGD held (Attendance registers for training, reports of meetings, training database, participants database)		# of residents report on successful indigent applications # of community issues addressed by RRAs
• Objective 3: Connect RRAs and their communities to larger issues of policy; enable their voices to be heard and listened to			
<ul style="list-style-type: none"> <li>• Hold feedback sessions with RRAs</li> <li>• Participation on municipal structures and processes e.g. MPAC, full council meetings, portfolio committees, IDP &amp; budgeting</li> <li>• Budget analysis; advocacy</li> <li>• Monitor annual report from AG-SA</li> <li>• Monthly meeting with Speaker, Mayor, Municipal Manager, Ministerial Representative</li> </ul>	# of meetings held # of residents/RRAs who attend these meetings # of issues raised # of budgets analysed Monitoring report?? About the AG SA # of meetings each with speaker, etc etc # of feedback session with RRAs # of monthly meetings held with Speaker, Mayor, Municipal Manager, Ministerial Representative  (Attendance register, critical issues form, reports of meetings, minutes of meetings)	Increased civil engagement with local policies and municipal structures and processes – democracy in action	# of community members/RRAs actively participating on all municipal structures # of submissions on IDP and budgets, municipal by-laws and policies # of objections to tariff increases

## Programme Area 2: ADVOCACY FOR ACCOUNTABILITY

ACTIVITIES	OUTPUTS	OUTCOMES	OUTCOME INDICATORS
<b>Objective 4: To position MARRC's as a leading civic organisation to hold the municipality accountable and to increase its visibility and clout</b>			
<ul style="list-style-type: none"> <li>• Use traditional and social media to actively highlight citizen's interests, problems, and potential solutions; sway public opinion; build our brand and visibility</li> <li>• Run local campaigns to raise issues and influence duty bearers (service providers, local government)</li> <li>• Engage print, community radio station, television media on issues/topics</li> <li>• Submit press releases monthly</li> <li>• Online newsletter</li> </ul>	<ul style="list-style-type: none"> <li># of meetings held</li> <li># of residents participate in campaign</li> <li># of reporters engage with MARRC</li> <li># of press releases, articles, radio station segments, TV,</li> <li># of online newspaper issues</li> <li># of residents coming forward to report cases of poor service delivery, fraud by municipal staff</li> </ul>	<p>LG actions not aligned with policies, plans and vision for the municipality are brought to light and highlighted.</p> <p>Communities advocate for their rights and accountable local government.</p>	<ul style="list-style-type: none"> <li># of community awareness campaigns held</li> <li># of likes on MARRC Facebook page</li> <li># of visits and interaction on MARRC website</li> <li># of engagements with print, radio, television</li> <li>Monthly newsletter posted</li> </ul>
<b>Objective 5: To instigate and escalate legal action to hold municipality and officials accountable</b>			
<ul style="list-style-type: none"> <li>• Litigate on test cases</li> <li>• Fundraise for legal costs (how?)</li> <li>• Review legal subcommittee's role and function</li> </ul>	<ul style="list-style-type: none"> <li># of legal cases</li> </ul>	<p>Increase in the number of successful legal cases about community issues at local provincial and national levels.</p>	<ul style="list-style-type: none"> <li># of issues/cases escalated within the municipal structures</li> <li># of legal cases at provincial and national levels</li> <li>Legal opinion provided on success of any litigation</li> </ul>
<b>Objective 6: To have the municipality staff equipped to provide efficient and reliable service delivery to all citizens</b>			
<ul style="list-style-type: none"> <li>• Consumer monitoring, data capture</li> <li>• Full Council advocacy (Speaker's mandate)</li> <li>• MPAC monitoring</li> <li>• Development of training for municipal staff (specify which staff?)</li> <li>• Lobby for performance plans and PMS for senior managers to be published</li> </ul>	<ul style="list-style-type: none"> <li># of municipal staff retrained</li> <li># of residents reporting improved service delivery</li> <li>Improved turnaround time with dealing with customer queries</li> <li>Training manual</li> <li># of activities lobbying for</li> </ul>	<p>Municipality fulfils its commitments more of the time – acts more accountably and in the interests of residents</p>	<ul style="list-style-type: none"> <li>• All staff (unless completed the DPSA *Compulsory Induction Programme) to undergo training in Batho Pele principles within 12 months</li> <li>• Performance plans and performance management system are, subject to public participation, published for all senior managers</li> </ul>



<ul style="list-style-type: none"> <li>• Lobby for all wards to have war room meetings regularly</li> <li>• Lobby for ward councillors to hold quarterly community meetings</li> <li>• Something about IDP?</li> <li>• Developed ward based monitoring system</li> <li>• Budget analysis; advocacy</li> <li>• Monitor annual report from AG-SA</li> <li>• Reports to full Council (Speaker's Office)</li> <li>• Record in final IDP</li> </ul>			<ul style="list-style-type: none"> <li>• % of War Rooms meeting monthly and Ward based monitoring is implemented</li> <li>• % of Ward Councilors holding quarterly community meetings</li> <li>• # of annual IDP and budget submissions acknowledged</li> </ul>
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### Programme Area 3: LEARNING FOR INNOVATION

ACTIVITIES	OUTPUTS	OUTCOMES	OUTCOME INDICATORS
Objective 7: To develop resource materials of MARRC model to share with others and to learn			
<ul style="list-style-type: none"> <li>Develop M&amp;E system; document effects of our work and communicate strategically</li> <li>Learning and sharing events with key stakeholders</li> </ul>	# of stakeholders sharing and learning MARRC's work # of learning and sharing events	Sharing these solutions with others and transfer of learning Others present/ use / adapt the MARRC model	MARRC's learning and documentation is included at conferences MARRC model adapted and replicated by others
Objective 8: To increase networks and partnerships with key stakeholders			
<ul style="list-style-type: none"> <li>Network and partnership building with key stakeholders (E.g. UKZN, SALGA, SA Cities Network, COGTA)</li> <li>Sign partnership agreements</li> </ul>	# of key stakeholders engaging with MARRC # of donor's fund MARRC	Document and communicate learning from our practice to support other similar organisations and movements elsewhere (and influence more people and donors to support this kind of work)	Increased partnerships developed # of partnership agreements signed
Objective 9: To develop and design the MARRC model to scale up at a provincial and national level			
<ul style="list-style-type: none"> <li>Design &amp; develop model</li> <li>scaling up of the MARRC model provincially and nationally</li> </ul>	# of external communities engage with MARRC on the model	Model developed to scale and expanded provincially and nationally	Key stakeholders buy into the MARRC model and contract MARRC to implement in their communities

## Programme Area 4: POLICY REFORM TO ENABLE LOCAL DEMOCRACY PROGRAMME

ACTIVITIES	OUTPUTS	OUTCOMES	OUTCOME INDICATORS
Objective 10: To contribute towards a more democratic electoral system and structural changes at local government level to improve public participation			
<ul style="list-style-type: none"> <li>Raise awareness in the local communities and RRAs -about their right to participate in democratic processes at municipal level about the electoral reform process; create opportunities for them to engage around this</li> <li>Represent this issue at local level via traditional and social media and through our structures (information, education, etc.)</li> <li>Collaborate with leaders in this space – add our voice and coordinate with the larger “Defend Our Democracy &amp; My Vote Counts” campaign; offer evidence/case studies</li> <li>Community campaigns</li> <li>Revive reports of previous commissions (Fredrick Van Zyl Slabbert, Kgalema Motlanthe and Vali Moosa)</li> <li>Letters to President and all political parties</li> </ul>	<p># of invitations to participate other organization events</p> <p># of citizens participate and contribute towards national campaigns</p> <p># of citizens complete petitions</p>	<p>Electoral Act is reformed to allow local government (and government in general) to be more accountable to citizens</p>	<p># of organisations which partner with MARRC</p> <p>Increased knowledge by residents on their rights and to participate democratic processes at municipal level</p> <p>What about increased participation in LG elections?</p> <p>Government approves the previous commissions report and makes wholesale changes to the Electoral Act</p> <p>Public representative are represented at a constituency level and are able to engage with citizens more frequently and are accessible</p>

## 7. Strengthening Ourselves | Preparing to Implement

MARRC is a young organisation and needs to continue to invest in its own development as it prepares to roll out this new strategy.

As a matter of priority, funding is required for the short- to medium-term to:

- establish a MARRC office space;
- start-up 10 additional RRAs in 2022 and 2023;
- strengthen member RRAs capacity through delivering our leadership training programme;
- continue to participate in municipal processes;
- develop partnership agreements;
- set up M&E systems; and
- develop three advocacy campaigns for 2023-24.

During the course of 2022 and 2023 we will focus strongly on the following areas of work:

<b>Resource mobilisation</b>	For programme implementation, capacity strengthening and organisation development
<b>Compliance</b>	Amending our constitution, registering for income tax and VAT, applying for PBO and Section 18A status
<b>Capacity strengthening</b>	Developing our M&E systems; implementing the leadership training programme with current and new RRAs; addressing other training needs
<b>Communication and relationship building</b>	Connecting our various constituencies and networks more strongly to this strategy. Focusing on networking and partnership building ( e.g. with twih the School of Built Environment and Development Studies at UKZN)
<b>Municipal processes</b>	Participate in the IDP and Budgeting processes; objection to tariff increases; participate and serve on Full Council, portfolio and MPAC meetings

## 8. Conclusion

This strategy document is the culmination of inputs from all members of MARRC. We are particularly grateful to the dedicated and committed volunteers serving on RRAs and contributing to building better communities within the Msunduzi municipality.

We believe in the potential to make serious changes to the course of our city, and to contribute to positive change in South Africa – to make Msunduzi (and our country) a place where citizens matter, and are free to live prosperous, dignified lives, within effective local democracies.

If you would like to join this exciting journey and support our work by volunteering, starting an RRA in your area, or making a donation, please contact us at [info@marrc.org.za](mailto:info@marrc.org.za).

## Appendix 1: MARRC members

List of contacts of MARRC EXCO				
Position	Contact person	Tel	Email	Facebook/Website
Chairperson	Anthony Waldhausen	0725362978	msunduziarrc@gmail.com	<a href="https://web.facebook.com/groups/506241673238313">https://web.facebook.com/groups/506241673238313</a>
Deputy Chairperson	Jacyn Fanner	0828630291	jfanner@gmail.com	
Treasurer	Kevin Beekrum	0825625555	kevin.beekrum@xcelerate.co.za	
Secretary	Kantha Naidoo	0677592908	kantha@asmalls.co.za	

List of Chairpersons of Resident and Ratepayer Associations (RRA)				
Organisation	Contact person	Tel	Email	Facebook/Website
Ashburton & Linfield Park Resident & Ratepayer Association	Kathy Scott	0728098415	kathys@afrequip.co.za	<a href="https://web.facebook.com/Ashlyn-Community-Reporting-102566601571772">https://web.facebook.com/Ashlyn-Community-Reporting-102566601571772</a>
Athlone	Ruth Croeser	0828947719	ruthcroeser@icloud.com	
Bellevue	Candice Homan	0829673023	homancj@gmail.com	
Bisley	Nicholas Arokiam	0784382248	narokiam@gmail.com	<a href="https://m.facebook.com/WeLoveBisley/">https://m.facebook.com/WeLoveBisley/</a>
Blackridge/Boughton /Lenster Park	Dee Bedingfield	0845556830	deebd@gmail.com	<a href="https://web.facebook.com/Blackridge-Boughton-Lester-Park-Residents-Ratespayers-Association-111448334062273">https://web.facebook.com/Blackridge-Boughton-Lester-Park-Residents-Ratespayers-Association-111448334062273</a>
Chasedene & Chase Valley				<a href="https://web.facebook.com/groups/462047755170991">https://web.facebook.com/groups/462047755170991</a>
Clarendon Community Association	Rowan White	0845138721	rowanwhite@mweb.co.za	<a href="http://www.clarendoncommunity.com">www.clarendoncommunity.com</a> <a href="https://web.facebook.com/ClarendonCommunity">https://web.facebook.com/ClarendonCommunity</a>
Cleland/Meadows	Jacyn Fanner	0828630291	clelandresidents@gmail.com	<a href="https://web.facebook.com/search/top?q=cleland%20%2F%20meadows%20-%20pmb">https://web.facebook.com/search/top?q=cleland%20%2F%20meadows%20-%20pmb</a>
Greater Edendale Resident Association	Dr Moses Hlatshwayo	0717451423	bongimha@gmail.com	
Hayfields	Jannetta Hunt-Meyer	0728226950	jannetta.hunt@gmail.com	<a href="https://web.facebook.com/groups/3185616964864624">https://web.facebook.com/groups/3185616964864624</a>
Lincoln Meade	Kantha Naidoo	0677592908	lincolnmeademanco@gmail.com	<a href="https://web.facebook.com/groups/551913498698470">https://web.facebook.com/groups/551913498698470</a>
Montrose	Sam Green	0844071107	samkelsocalla@gmail.com	<a href="https://www.montrose-residents.org.za">https://www.montrose-residents.org.za</a>
Napierville	Siyabonga Ngcobo	0827889691	ngcobots7@gmail.com	<a href="https://web.facebook.com/search/top?q=napierville%20rra">https://web.facebook.com/search/top?q=napierville%20rra</a>
Pelham	Wendy McLuckie	0766488521	wendymac.pmb@gmail.com	
Scottsville	Peter Green	0827745477	greenjep10@gmail.com	
Sobantu	Terry Ntshangase	0843219429	mgazitet13@gmail.com	
Woodlands	Garth Rampaul	0845482268	garthrampaul@gmail.com	<a href="https://www.facebook.com/Woodlands-Ratepayers-Residents-Association-105127897935640/">https://www.facebook.com/Woodlands-Ratepayers-Residents-Association-105127897935640/</a>

<b>Civic Organisations</b>				
<b>Organisation</b>	<b>Contact person</b>	<b>Tel</b>	<b>Email</b>	<b>Facebook/Website</b>
Active Citizen Movement	Keith Wimble	0714819760	wimble@mweb.co.za	<a href="https://www.acm-pmb.co.za/">https://www.acm-pmb.co.za/</a>
Msunduzi Economic Development Agency	Shabeer Hoosen	0713824601		