

Fg 72: Strategic Intervention

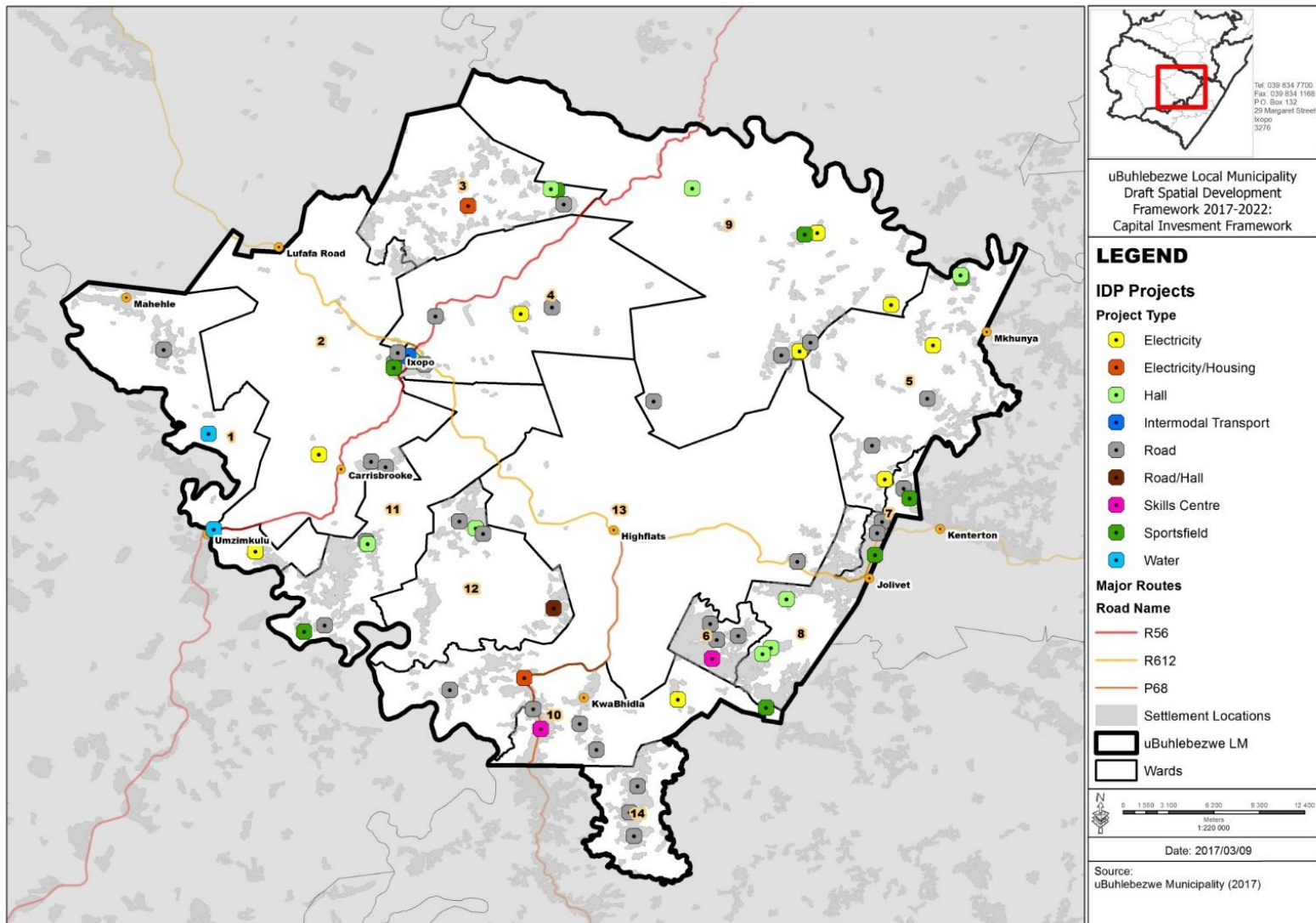


Fig 73: Areas where priority spending required

E.2 IMPLEMENTATION PLAN:

Ubuhlebezwe Municipality has a 5 year implementation plan that was developed in consultation with the community and all other relevant stakeholders. The Plan is reviewed and amended annually, depending on the existing needs and available budget.

| IMPLEMENTATION PLAN | | | | | | | | | | | | |
|--|---|--|---|--|---|---|--|--|---|--------------------------|---|---|
| KEY CHALLENGES | OBJECTIVE | STRATEGIES | INDICATOR | 5 YEARS TARGETS | | | | | | FUNDING SOURCE | NSIBLE DEPAR | BUDGET 2019/20 |
| | | | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | BASELINE | | | |
| Inability to address backlogs in terms of Comprehensive Infrastructure Plan (CIP) due to limitation of funds | To ensure provision, upgrading and maintainance of Infrastructure and services that enhances socio economic development | Prioritise Capital Projects, i.e Construction of Roads, Halls, Sportsfields, taxi & bus ranks, | Kilometres of roads Constructed, Number of constructed community halls and Sportsfields | Construction of : East Street, Ixopo Bus Rank, Jeffrey Zungu Sportsfield, Morningside Hall, Msenge Road, Upgrade of Jolivet Sportsfield, Madungeni Hall, Kintail Hall, Mxolisi Ngubo Rd, Nomakhele Rd, Thuleshe Rd | Harold Nxasana Rd, Chapel Street, Spreza Road, Butateni Road, Mkhwanazi Road, Kintail Hall, Mncadi Road | Lower Valley View Roads, Golf Course Roads, Expansion of Municipal Offices, Fairview Roads, Pass 4 Phungula Sportsfield, Shelembe Rd, Nxele Rd, Amazabeko Hall, Ezivandeni Rd | Esidungeni Rd, Fire Station, Fairview Roads, Siqandulweni Sportsfield, Nkweletsheni Hall, Masomini Road, Khambula Rd, Nokweja Gym Park, Kwa Dladla Sportsfield, Magawula Rd, Ezivandeni Rd | Hopeweni to Carrisbrooke Rd, Magidigidi Road, Shezlop Rd, Siqandulweni Hall, Mapo Road, Sjoti Rd, Chibini Hall, Bayemini Sportsfield, Kwa Pesi Rd, Bonizwe Hall, Nyuluka Rd, Nkoneni Rd, Mgodi Rd, Madungeni Hall, Ntsheleni | 34 Roads Constructed, 10 Halls Contrusted, 6 Sportsfields Constructed | MIG & INTERNAL FUNDING | Infrast ructur e, Planni ng & Develo ment | MIG - R 26 917 000 INTERNAL - R 47 059 354 |
| Lack of funds to be the providers of Electricity and Water, which could improve our revenue | To ensure provision, upgrading and maintainance of Infrastructure and services that enhances socio economic development | Monitor the implementation of Electrification projects by Eskom and DOE | Number of households electrified | Ofafa Electrification, Mkhunya Electrification, | Mkhunya Electrification, Ngomakazi Electrification | Webbstown Electrification, Mziki Electrification, Blackstore Electrification | Electricity at: Bethal Farm, Mandilini, Fairview, Ndonyane, Ntlosane/ Stewartsville, KoZondi | | 13 areas electrified | internal fund DOE, Eskom | Infrast ructur e, Planni ng & Develo ment | Electricity - R 23.300 000 |

[illegible]

IMPLEMENTATION PLAN

SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

| Key Challenge | Objective | Strategies | Performance indicator | 5 yr targets | | | | | Budget for 2019/20 | Source | responsible |
|--|--|---|----------------------------|---|--|---|--|--|-------------------------------|----------------|-------------|
| Limited community facilities leading to non active society, no sporting and entertainment leading to substance abuse, unplanned pregnancies, crime | To encourage community activity and participation by making available community facilities | Build Sportsfields, halls, combo courts, skills development centres | Number of facilities built | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Sportsfields – R 4 273 517.19 | Internal & MIG | IPD |
| | | | | Jeffery Zungu Sportsfield Morningside Hall Upgrade – Jolivet Sportsfield Madungeni Hall Kintail Hall | Jeffrey Zungu Sportsfile and Kintail Hall completion | <u>Pas s 4 Phungula Sportsfield</u> <u>Amazabeko Hall</u> <u>Kwa Dladla Sportsfield</u> | <u>Sgedleni Hall</u> <u>Sigandulweni Sportsfield</u> <u>Khambula Hall</u> <u>Mhlabashane skills development centre</u> <u>Plainhill Hall</u> <u>Mdabu Skills centre</u> | <u>Sigandelweni Hall</u> <u>Hlokozi Skills Centre</u> <u>Chibini Hall</u> <u>Bayempini Mzizi Sportsfield</u> <u>Mgodi Skeyi Hall</u> | Halls – R7 439 029 | MIG | |

| | | | | | | | | | | | | |
|--|---|--|---|--|--|---|---|--|-----------------|------|--------------|-------------|
| Limited access due to poor roads, no roads in rural areas, potholes in urban areas. No ranks | To improve access for all community members | Construction of gravel and tarred roads. Maintenance of Roads. Construction of ranks | Kilometres of roads constructed and maintained Number of ranks built | Ixopo Bus Rank Msenge Road Mxolisi Ngubo Road Nomakhele Road Thuleshe Road Portion of East Street phase 2 | Harold Nxasane Rd Chapel Street Sprenza Rd Butateni Rd Mkhwanazi Rd Mncadi Rd | Lower valley view roads Fairview Roads Nxelle Road Shelombe Rd Esivandweni Rd | Mapo Road Kwa Pesi Rd Magawula Rd Mdibaniso Rd | Hopewell to carrisbrook rd Magidigidi Rd Shezlop Rd Masomini Rd Nyuluka Rd Nkoneni to KwaDladla Rd Mgodi Skeyi Rd Ntsheleni Rd Dangwini Rd Esidungei Rd | R 11 897 019,38 | | MIG | |
| Key Challenge | Objective | Strategies | Performance indicator | 5 yr targets | | | | Budget for 2018/19 | | | Source | responsible |
| | | | | Yr 1 | | | Yr 2 | Yr 3 | Yr 4 | Yr 5 | R 21 852 096 | |

| | | | | | | | | | | | |
|--|---|--|---------------------------------|-------------------------------------|--|---|--------------------------------|--|--------------------------|--|--|
| Limited and no electricity in wards | To electrify all wards | Prioritise electrification projects in wards | Percentage of electrified wards | Ofafa Mkhunya phases 1 and 2 | Mkhunya phase 2 Ngomakazi (infills) | Webbstown Black store Ntlosane/stewartsvie w Golf Course Electrification | Mandlini Bethal farming | | | | |
| Slums within Primary and secondary nodes Limited proper housing | To provide proper housing To eradicate slums | Prioritise housing projects. Source funding from Dpt of Human Settlements for housing | Percentage of housing projects | Ofafa | Ofafa | Ofafa Amanyuswa | | | R 852 096.00 (Amanyuswa) | | |

Strategic Objective :

To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development.

Responsibility:

Infrastructure, Planning and Development

The following is a five year implementation plan : 2016/2017 – 2020/2021

| WARD | NAME OF THE PROJECT 2016/2017 | NAME OF THE PROJECT 2017/2018 | NAME OF THE PROJECT 2018/2019 | NAME OF THE PROJECT 2019/2020 | NAME OF THE PROJECT 2020/2021 |
|------|---|--|---|---|--|
| 1 | | Harold Nxasane Road | Webbstown electricity infills | Mahafana –water Esidungeni Road | Station- water |
| 2 | Jeffrey ZunguSportfield Portion of East Street-ph2 Ixopo Bus Rank | Chapel Street Jeffrey Zungu Sportfield | Lower Valley View Roads Golf Course Roads Golf Course Electrification Expansion of Municipal Offices | Bethal Farming Electrification uBuhlebezwe Fire Station | Hopewell to Carrisbrook road |
| 3 | Electrification & Housing (Ofafa) | | Ofafa Housing | Ofafa Housing | Magidigidi road Sgedleni Hall |
| 4 | Morningside Hall (Soweto) – ph2 | Spreza Road | Fairview Roads | Electricity Mandilini Housing: Ithubalethu & Mariathal Fairview Rd & Electricity (Pre planning) | Shezlop road Hlanzeni Housing |
| 5 | Electrification (Mkhunya) – Ph 1 Electrification (Mkhunya) – Ph 2 | Butateni Road Electrification (Mkhunya) | Nkweletsheni Hall | Nkweletsheni Hall Sinqandulweni Sports field | Siqandulweni Hall |
| 6 | Msenge Road | 120 infills, Ngomakazi Electrification | Pass 4 Phungula Sportsfield | Hlokozi housing | Hlokozi Skills Centre Mapo Road |
| 7 | Upgrade of JolivetSportfield | Mkhwanazi road | Shelembe Road | Masomini road Housing: Amanyuswa & Mfulomubi Ndonyane elec (pre planning) | Sjoti Road |
| 8 | Madungeni Hall | | | Khambula Rd Housing: Mfulomubi & Gudlucingo Nllozane/ Stewartview elec | Chibini Hall |
| 9 | Kintail Hall | Kintail Hall (end July 2017) | Mziki Electrification (Eskom) | Ko Zondi electrification (Eskom) | Bayempini Mzizi Sportsfield Bonizwe Hall KwaPesi Rd |
| 10 | | Mncadi road | Nxele Road | Kwa Thathane Housing | Nyuluka Road Mhlabashane Skills Developing Centre |
| 11 | MxolisiNgubo Rd | | Kwadladla sports field (kickabout) | Nokweja Gym Park Kwadladla Sportsfield | Nkoneni to kwaDladla road Plainhill Hall |
| 12 | Nomakhele Road | | Amazabeko Hall | Madungeni Housing | Mgodi /Skeyi Road Mdabu Skills Centre Madungeni Hall |

| WARD | NAME OF THE PROJECT 2016/2017 | NAME OF THE PROJECT 2017/2018 | NAME OF THE PROJECT 2018/2019 | NAME OF THE PROJECT 2019/2020 | NAME OF THE PROJECT 2020/2021 |
|------|----------------------------------|----------------------------------|--|---|----------------------------------|
| 13 | Thuleshe Road | | Blackstore electrification: <ul style="list-style-type: none"> • Mhlabashane • Kwa Mncinci • Nhlamvana • Tsheni Lenduna • Sgobane | Magawula Road Ntlosane / Stewartsville Electricity | Ntsheleni road |
| 14 | | | Ezivandeni Road | Ezivandeni Road | Dangwini Road Mdibaniso Road |

F. SDBIP

The SDBIP is attached as an annexure to the IDP.

G. ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT:

The 2017/18 Annual Performance Report is attached as an Annexure to the IDP.

ROLES AND RESPONSIBILITIES OF THE ROLE PLAYERS

| PROCESS | WHO/STRUCTURE | RESPONSIBLE PERSONS TO ASSIST WITH FUNCTION | TARGET DATE |
|---|--|--|--|
| PERFORMANCE PLANNING | Citizens and communities Councillors Executive Committee Executive Management Employees Organised Labour IDP processes | Ward Committee Councillors Municipal Manager | Concurrent with development of priorities and objectives of IDP |
| MEASURING (Setting of KPI's and targets) | Citizens and communities Councillors Executive Committee Executive Management Employees Organised Labour | Ward Committee Councillors Municipal Manager PMS Manager PMS Project Leader PMS Core Project Team | Concurrent with development of priorities and objectives of IDP |

| PROCESS | WHO/STRUCTURE | RESPONSIBLE PERSONS TO ASSIST WITH FUNCTION | TARGET DATE |
|-------------------|--|--|--|
| MONITORING | Citizens and communities Councillors Executive Committee Executive Management Employees Organised Labour | Ward Committee Councillors Municipal Manager PMS Coordinator PMS Project Leader PMS Core Project Team | Continuously |
| REVIEWING | Council Municipal Manager PMS Core Project Team PMS Project Team Performance Committee | PMS Core Project Team Department of Development Planning and Local Government Auditor General | Quarterly ▪ July – Sept. ▪ Oct. – Dec. ▪ Jan. – March ▪ April - June |
| REPORTING | Council Municipal Manager Performance Committee Internal Auditors PMS Core Project Team Finance | PMS Core Project Team Department of Development Planning and Local Government Auditor General | Quarterly and annually ▪ July – Sept. ▪ Oct. – Dec. ▪ Jan. – March ▪ April – June (final) |

Establishing Internal/External Infrastructure

The Manager Performance Management System is responsible for Individual and organisational performance management delegated by the municipal manager. The Manager Performance Management System will report to the Municipal Manager, who will in turn account to the Executive Committee, and finally Council.

Within UBuhlebezwe the Organisational PMS is structured as follows:

Stakeholders

| Stakeholders | Planning | Implementation | Monitoring | Review |
|--|---|---|---|--|
| <u>Community and stakeholders</u> | Communities have a role to play during the planning of the Integrated Development Plan | | Monitoring and measurement of the municipality's performance in relation to the key performance indicators and performance targets set by the municipality. | Review of the municipality's performance in relation to the key performance indicators and performance targets set by the municipality. |
| <u>The Mayor</u> | The responsibility for the development, of the performance management system | He will sign the performance agreement with the Municipal Manager | The responsibility for the monitoring of implementation of the performance management system | The responsibility for the measurement and review of the performance and performance management system |
| <u>Executive committee</u> | The responsibility for the development, of the performance management system | | The responsibility for the monitoring of implementation of the performance management system | The responsibility for the measurement and review of the performance and performance management system |
| <u>Municipal Council</u> | The responsibility and accountability for the development, of the performance management system | | The responsibility and accountability for the monitoring of implementation of the performance management system | The responsibility and accountability for the measurement and review of the performance and performance management system |
| <u>Municipal Manager</u> | The responsibility for the development, of the performance management system | Implementation and creation of support structures to integrate the system into the normal | The responsibility for the monitoring of implementation of the performance management system | The responsibility for the measurement and review of the performance and performance |

| Stakeholders | Planning | Implementation | Monitoring | Review |
|---|---|--|--|--|
| | | operations of the municipality | | management system |
| <u>Municipal Officials</u> | Municipal employees provide technical expertise throughout the performance cycle from their different jobs, functions and contexts in the development of the system | Municipal employees provide technical expertise throughout the performance cycle from their different jobs, functions and contexts in the implementation of the system | Municipal employees provide technical expertise throughout the performance cycle from their different jobs, functions and contexts in the monitoring of the system | Municipal employees provide technical expertise throughout the performance cycle from their different jobs, functions and contexts in the review system |
| <u>Organised Labour</u> | Trade Unions represent members' interests, specifically in relation to the human resource planning aspect of the performance management system | Negotiation and communication of the implementation | The monitoring of implementation of the performance management system from a labour perspective | Participate in the public review of the performance management system |
| <u>Service Providers</u> | Service Providers have a role to play during the planning of the Integrated Development Plan | | Monitor projects that are integrated into the IDP and which are subject to the municipalities' PMS | Review projects that are integrated into the IDP and which are subject to the municipalities' PMS |
| <u>Sisonke District Municipality</u> | The CDM plays a vital role as a partner throughout the performance management cycle of the IDP | | | |
| <u>Organised Local Government</u> | Ensures the system complies with legislation and assists with training | | Monitors and promotes co-operate governance | Review and promotes co-operate governance |
| <u>MEC for Local Government</u> | Provides financial management | | Monitors and improves the system, | Reviews and improves the system, |

| Stakeholders | Planning | Implementation | Monitoring | Review |
|--|---|----------------|--|---|
| | support for the system | | promotes co-operative governance | promotes co-operative governance |
| <u>Minister for Provincial and Local Government</u> | Regulates PMS for municipalities and provides funding support | | | Receives MEC's reports, reports to the NCOP and review and adjust the general KPI's and make regulations concerning the design and operation of the PMS. |
| <u>Auditor-General</u> | | | Monitors, investigates and queries fiscal matters and investigates and reports to Council, MEC and Minister | Reviews the system, KPI's and performance targets annually |

Managing the Change Process

When introducing a performance management system, it is crucial that the officials be made aware of and understands the need for performance management. They must also understand what principles will govern its development and use at their municipality.

The role of leadership towards the reaching of the following goals is invaluable:

- Make change happen by mobilizing the organisation.
- Clarify and manage roles, responsibilities and expectations between the public and the municipality, between politicians and officials and among officials.
- Communicate these roles, responsibilities and expectations within the organisation and to the public.
- Deepen democracy by encouraging public participation through the communication of performance information and the creation of appropriate mechanisms to hold the council accountable in the periods between elections.

- Create a mechanism for efficient decision-making on the allocation of resources
- Introduce a diagnostic tool that indicates that the municipality is doing things right and also doing the right things.
- Redefine if necessary the incentive structure by rewarding successes and alternatively identifying opportunities for growth, learning and development.
- Ensure that the process of developing the system will be inclusive, participatory, transparent, simple and realistic, fair and objective, developmental and non-punitive.

DEVELOPMENT OF A PERFORMANCE MANAGEMENT SYSTEM

This stage involves the development of a framework within which performance management processes will occur. At this point, the PMS Manager plans how the process for developing the system is to be managed within the framework of the legislation. This includes the identification of stakeholders and establishment of structures to facilitate the development of the system.

Continuously Identify Current Realities

The PMS Manager:

- Assesses how planning, implementation and monitoring takes place within the Municipality.
- Identifies the gaps between the IDP and performance management requirements.

3. Identification of Stakeholders

The clear identification of stakeholders is crucial, including groups within citizens and communities, councillors, officials and partners. The different roles of each of these categories of stakeholders are depicted in the following table:

| Stakeholders | IDP Planning | Development of IDP Priorities | Development of IDP objectives | Development of KPI's | Development of Performance Targets | Development and signing of performance | Monitor Performance | Review Performance |
|----------------------------|--------------|-------------------------------|-------------------------------|----------------------|------------------------------------|--|---------------------|--------------------|
| Community and stakeholders | X | X | X | X | X | | X | X |
| The Mayor | X | X | X | X | X | X | X | X |
| Executive committee | X | X | X | X | X | X | X | X |
| Municipal Council | X | X | X | X | X | X | X | X |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | |
| Municipal Manager | X | X | X | X | X | X | X | X |
| Municipal Officials | X | X | X | X | X | | X | X |
| Organised Labour | X | X | X | X | X | | X | X |
| Service Providers | X | X | X | X | X | | X | X |
| uThukela District Municipality | X | X | X | X | X | | X | X |
| Organised Local Government | X | X | X | X | X | | X | X |
| MEC for Local Government | | | | | | | X | X |
| Minister for Provincial and Local Government | | | | | | | X | X |
| Auditor-General | | | | | | | X | X |

4. Planning, Implementing, Monitoring, Reviewing & Reporting

| Planning | Implementing | Monitoring | Reviewing & reporting |
|--|---|---|---|
| MUNICIPALITY | | | |
| Municipal Manager/Line Management | | | |
| <p>Assist the executive committee in providing strategic direction and developing strategies and policies for the organisation</p> <p>Manage the development of the IDP</p> <p>Ensure that the plan is integrated</p> <p>Identify indicators and set targets</p> <p>Communicate the plan to other stakeholders</p> | <p>Manage the implementation of the IDP & PMS – make it a reality</p> | <p>Regularly monitor the implementation of the IDP & PMS, identifying risks early</p> <p>Ensure that regular monitoring measurement, analysis and reporting) is happening in the organisation</p> <p>Intervene in performance problems on a daily operational basis</p> <p>Measure performance according to agreed indicators, analyse and report regularly, e.g. monthly</p> | <p>Conduct regular reviews of performance e.g. monthly</p> <p>Organise the performance reviews at the political level</p> <p>Ensure the availability of information</p> <p>Propose response strategies to the executive committee or council</p> <p>Conduct reviews of team performance against plan before executive reviews</p> |
| Employees | | | |
| <p>Contribute ideas to the integrated development plan</p> | <p>Implement the IDP & PMS and fulfil the personal plan</p> | <p>Monitor own performance continuously</p> | <p>Participate in review of own performance</p> <p>Participate in the review of organisational</p> |

| | | | |
|--|--|---|---|
| Adopt IDP by aligning personal goals and plan with the organisational plan | | Monitor and audit the performance of the organisation and respective team | performance where necessary |
| Organised Labour | | | |
| <p>Play a contributory role in giving strategic direction and developing long-term vision for the organisation and municipal area</p> <p>Contribute to the development of an IDP</p> <p>Ensure support of members of the IDP & PMS</p> | | Monitor and audit the performance of the organisation, especially from a labour perspective | Participate in the public review of municipal performance |

| Planning | Implementing | Monitoring | Reviewing & reporting |
|---|--------------|--|--|
| AUDITING | | | |
| Internal & external auditors | | | |
| | | Must on a continuous basis audit the performance measurement of the municipality | Must submit quarterly reports on their audits to the municipal manager and the performance audit committee |

| | | | |
|--|--|--|--|
| Performance Audit Committee | | | |
| | | <p>Must meet at least twice during the financial year</p> <p>May communicate directly to the Council, MM or the internal or external auditors</p> <p>Access any municipal records containing information that is needed to perform its duties or exercise its powers</p> <p>Request any relevant person to attend its meetings and, if necessary, to provide information to the Committee</p> <p>Investigate any matter it deems necessary for the performance of its duties</p> | <p>Must review the quarterly reports submitted to it</p> <p>Review the municipality's PMS and make recommendations in this regard to the Council</p> <p>At least twice during the financial year submit an audit report to the Council</p> |
| Auditor General | | | |
| | | | <p>In terms of section 45(b) of the Act the AG must annually audit <u>the results of performance measurements</u> in terms of section 41(1)(c) of the Act</p> |
| CITIZENS & COMMUNITIES: | | | |
| Civics/Community Based Organisations/Ward Committees/NGOs/Businesses & Organised Business | | | |
| Be consulted on needs | | | Be given the opportunity to review municipal |

| | | | |
|---|--|--|--|
| Develop the long term vision for the area | | Be able to monitor and “audit” performance commitments against | performance and suggest new indicators and targets |
| Influence the identification of priorities | | | |
| Influence the choice of indicators and setting of targets | | | |

| Planning | Implementing | Monitoring | Reviewing & reporting |
|--|--------------|------------|--|
| PARTNERS: Public Partners/Private Partners/Service Providers | | | |
| The KPIs must inform the indicators set for every municipal entity and service provider with whom the municipality has entered into a service delivery agreement | | | Review the KPIs set which for every municipal entity and service provider with whom the municipality has entered into a service delivery agreement |

Creating Structures for Stakeholder Participation

To ensure the meaningful participation of all stakeholders the following performance management structures will be utilised:

For community participation the Performance Management structures will be linked to the following IDP structures:

- Ward committees.
- IDP Steering Committee.
- Local Newspapers/ Municipality notice boards.

For internal participation by Top Management monthly/quarterly interaction meetings will be held as per the municipal manager.

Developing a Performance Management System

The Municipal System Act requires municipalities to develop a performance management system suitable for their own circumstances but which have to address the following:

- a) A framework that describes "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 players.
- b) A performance management model which describes "what" aspects or dimensions of performance will be measured. Different models give different pictures of performance by emphasizing different things to measure. The model that a municipality chooses (or develops by itself) will influence which indicators it decides to use, and how it will group these indicators together into areas of performance (efficiency, customer management, etc). If a framework is about process (how), a **model** is about **content** – '**what**' aspects of performance get to be measured and managed.

In developing its performance management system, a municipality must ensure that the system:

- Complies with all the requirements set out in the Act.
- Demonstrates how it is to operate and be managed from the planning stage up to the stages of performance review and reporting.
- Clarifies the roles and responsibilities of each role player, including the local community, in the functioning of the system.
- Clarifies the processes of implementing the system within the framework of the integrated development planning process.
- Determines the frequency of reporting and the lines of accountability for performance.
- Relates to the municipality's employee performance management processes.
- Provides for the procedure by which the system is linked to the municipality's integrated development planning processes.
- Implement a strategic focus model inline with the municipality IDP processes.
- Adoption of performance management system.

Adoption of the system

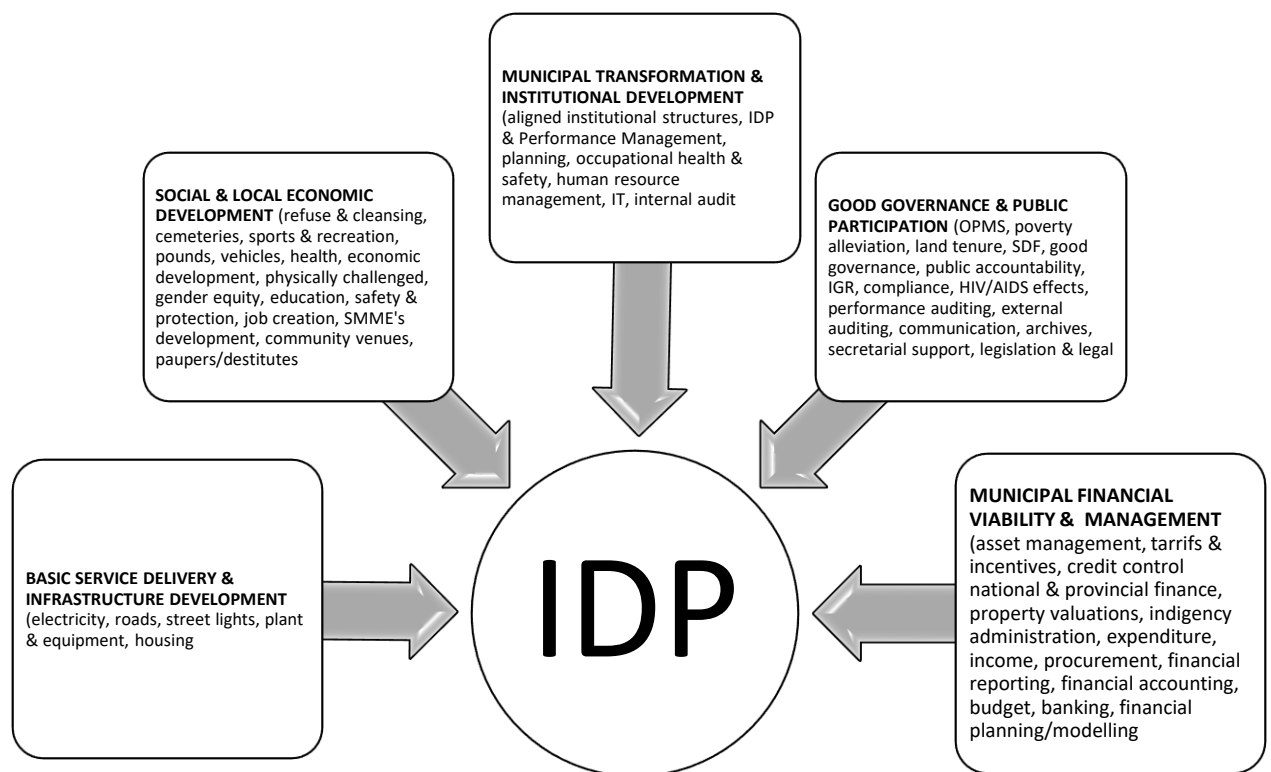
Following incorporation of the public comments into the draft system the PMS Manager prepares the final draft for submission to Council. Council adopts the system when it is satisfied that the process was handled in accordance with the legislation and the proposed system complies with the requirements of the law, especially the regulations governing the nature of the system.

A performance management system **must be adopted before or at the same time as the commencement by the municipality of the process of setting key performance indicators and targets in accordance with the its integrated development plan.**

IMPLEMENTATION OF PERFORMANCE MANAGEMENT

- 10.1. The current Municipal Manager has mandated the PMS Manager to facilitate the implementation thereof. The PMS Manager has developed an implementation “Roll-out” strategy. This strategy is linked to the IDP implementation framework and entails planning, implementation, monitoring and reviewing.

10.2 Planning for Performance Management:



Planning

The IDP process and the performance management process are seamlessly integrated. The IDP fulfils the planning stage of Performance Management and Performance Management fulfils the implementation management, monitoring and evaluation of the IDP process.

Priority Setting

The IDP delivers products such as, amongst others a set of delivery priorities and objectives, a set of internal transformation strategies, priorities and objectives, identified projects that contribute to the achievement of the above objectives and a financial plan.

These priorities are essentially the issues that a municipality pronounces to focus on in its responsibility to address the needs of the community. Priorities may be clustered into the following key performance areas (Municipal Priority Issues), which represent the broad development mandate of local government:

- a) Basic Service Delivery & Infrastructure Development
- b) Social and Local Economic Development
- c) Municipal transformation and Institutional Development
- d) Good Governance and Public Participation
- e) Municipal Financial Viability and Management

Setting objectives

All components of the IDP need to be translated into a set of clear and tangible objectives. The statement of objectives requires a tangible, measurable and unambiguous commitment to be made. In setting objectives, a municipality needs to:

- Carefully consider the results desired
- Review the precise wording and intention of the objective
- Avoid overly broad results statements
- Be clear about the scope and nature of change desired
- Ensure that objectives are outcome and impact focused

Key Performance Indicators

Indicators are statements of measurement and are used to indicate whether progress is being made in achieving the goals. Indicators are important as they:

- Provide a common framework for gathering data for measurements and reporting.
- Translate complex concepts into simple operational measurable variables.
- Enables the review of goals and objectives.
- Assist in policy review processes.
- Help provide feedback to the municipality and staff.

Types of Indicators:

- ***Baseline indicators:***

These are indicators that measure conditions before a project or programme is implemented.

- ***Input Indicators:***

These are indicators that measure what it cost the municipality to purchase the essentials for producing desired outputs (economy), and whether the organization achieves more with less, in resources terms (efficiency) without compromising quality. The economy indicators may be the amount of time, money or number of people it took the municipality to deliver a service.

- ***Output Indicators:***

These are the indicators that measure whether a set of activities or processes yields the desired products – effectiveness indicators. They are usually expressed in quantitative terms. These indicators relate to programme activities or processes.

Indicators should be measurable, simple, precise, relevant, adequate and objective. The choice of an indicator must be guided by the availability of data for its measurement and the capacity to collect it.

The priorities and objectives contained in the IDP will guide the identification of indicators. The development of objectives should be clustered into key performance areas such as service delivery development, institutional transformation, governance and financial issues among others. The activities and processes identified in the IDP for achieving the developmental objectives as well as the resources earmarked must also be taken into account.

Setting of key performance indicators

A municipality must set key performance indicators, including input indicators, output indicators, in respect of each of the development priorities and objects referred to in section 26(c) of the Act.

In setting key performance indicators, a municipality must ensure that communities are involved. A municipality must also ensure that key performance indicators inform the indicators set for all its administrative units and employees as well as every municipal entity and **service provider** with whom the municipality has entered into a service delivery agreement.

The following National/ general key performance indicators are prescribed in terms of section 43 of the Act:

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal.
- The percentage of households earning less than R1100 per month with access to free basic services.
- The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan.
- The number of jobs created through municipality's local economic development initiatives including capital projects.

- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan.
- The percentage of a municipality's budget actually spent on implementing its workplace skills plan.
- Financial viability as expressed by the following ratios:

$$A = \frac{B - C}{D}$$

D

Where:

"A" represents debt coverage

"B" represents total operating revenue received

"C" represents operating grants

"D" represents debt service payments (i.e. interest redemption) due within the financial year;

$$A = \frac{B}{C}$$

C

Where:

"A" represents outstanding services debtors to revenue

"B" represents total outstanding service debtors

"C" represents annual revenue actually received for services

$$A = \frac{B + C}{D}$$

D

Where:

"A" represents cost coverage

"B" represents all available cash at a particular time

"C" represents investments

"D" represents monthly fixed operating expenditure

The UBuhlebezwe Performance Manager, has developed an integrated performance indicators driven by input indicators and output indicators in respect of each of the development

priorities and objectives referred to in Section 26(c) of the Municipal System Act, (Act no. 32 of 2000). These key performance indicators are measurable, relevant, objective and precise.

The general key performance indicators prescribed in terms of section 43 of the Municipal Systems Act are being incorporated.

Review of key performance indicators

The UBuhlebezwe Municipality **must** review its key performance indicators annually as part of the performance review process referred to in regulation 13. Whenever a municipality amends its integrated development plan in terms of section 34 of the Act, the municipality **must**, as part of the process referred to in regulation 3, review those key performance indicators that will be affected by such an amendment.

Setting Targets

Performance targets are the planned level of performance or the milestones an organisation sets for itself for each identified indicator. **Baseline measurements, which are the measurement of the chosen indicator at the start of the period, must be set. It is important to know how the organisation is performing at the current moment in order to determine, after a period of time, if any positive progress was made.** This step also tests whether the chosen indicator is in fact measurable and whether there are any problems. The targets need to be realistic, measurable and be commensurate with available resources and capacity.

Section 46(1)(b) of the Municipal Systems Act requires that "A municipality must prepare for each financial year a performance report reflecting a comparison of the performances referred to in section (a) with targets set for and performances in the previous financial year."

The setting of targets entails a two-way communication:

- Politicians need to give clear direction as to the importance of the target and how it will address the public need. Targets should be informed by the development needs of communities and the development priorities of the municipality.
- Line managers need to advise as to what a realistic and achievable commitment for a target is, given the available resources and capacity. Managers will need to advise on seasonal changes and other externalities that should be considered in the process of target setting. There must be clear timelines related to the set targets.

A municipality must, for each financial year set performance targets for each of the key performance indicators set by it. A performance target set in terms of sub-regulation (1) must be practical and realistic. It must measure the efficiency, effectiveness, quality and impact of the performance of the municipality. It must also identify administrative components, structures, bodies or persons for whom a target has been set. It is important that the set target is commensurate with available resources and the municipality's capacity. Finally targets need to be consistent with the municipality's development priorities and objectives set out in its integrated development plan.

Performance monitoring is an on-going process that runs parallel to the implementation of the agreed IDP. The monitoring framework must:

- Identify the roles of the different role players in monitoring and measuring the municipality's performance.
- The Performance manager will gather performance data and submit quarterly summary reports.
- Determine the data that must be collected in order to assess performance, how that data is to be collected, stored, verified and analysed and how reports on that data are to be compiled.
- Provide for reporting to the municipal council at least twice a year.
- Be designed in a manner that enables the municipality to detect early indications of under-performance (organisational and employee performance management).
- Provide for corrective measures where under-performance has been identified (organisational and employee performance management).
- Compare current performance with performance during the previous financial year and baseline indicators.

A municipality **must**, after consultation with the local community, develop and implement mechanisms, systems and processes for the monitoring, measurement and review of performance in respect of the performance indicators and performance targets set by it.

The mechanisms, systems and processes for monitoring in terms of the sub-regulation must provide for reporting to the municipal council at least twice a year; be designed in a manner that enables the municipality to detect early indications of under-performance and should provide for corrective measures where under-performance has been identified.

Designing a Performance Measurement Framework

A municipality is expected to develop a framework for undertaking performance measurements. It is essentially the process of analysing the data provided by the monitoring system in order to assess performance.

A municipality has the choice of using any of the existing models or developing its own performance measurement model. Good measurement is time-specific, source-specific, valid, reliable, clear and accurate.

It is highly recommended that line managers should be responsible for most measurements and that only measurements that are of a central nature need be undertaken centrally. Line managers should therefore see measurement and reporting as central to their management duties.

Designing & building a measurement framework

| | | | | | | | | | | | | |
|------|-----|------|-----|-----|-----|-----|------|-------|-------|-----|------|------|
| July | Aug | Sept | Oct | Nov | Dec | Jan | Febr | March | April | May | June | July |
|------|-----|------|-----|-----|-----|-----|------|-------|-------|-----|------|------|



| | | | | |
|--|--|--|--|--|
| Monitoring Quarter 1 | Monitoring Quarter 2 | Monitoring Quarter 3 | Monitoring Quarter 4 | Submission of annual report to the MEC for Local Government |
| Internal Audit Performance Report to Municipal Manager Section 57 employees | Internal Audit Performance Report to Council | Internal Audit Performance Report to Municipal Manager | Internal Audit Performance Report to Council | |
| Performance Audit Committee Report | | Performance Audit Committee Report | | |

Components of a performance measurement framework: (To be utilised by the organisational PMS Manager as a monitoring tool)

| Indicators | Baseline measurement / previous | Targets for this financial year | Performance measurements | | | | | | | |
|-------------|---------------------------------|---------------------------------|--------------------------|--------|-------------------------|--------|-------------------------|--------|-----------------|--------|
| | | | 1 st quarter | | 2 nd quarter | | 3 rd quarter | | End-of-the-year | |
| | | | Estimated | Actual | Estimated | Actual | Estimated | Actual | Estimated | Actual |
| (i) | (ii) | (iii) | (iv) | (v) | | | | | | |
| Indicator 1 | | | | | | | | | | |
| Indicator 2 | | | | | | | | | | |

Explanation of table:

- (i) The “bank” of indicators that the municipality has decided to use to reflect its performance.
- (ii) The first measurements that the municipality will take using each of the indicators.
- (iii) The set of targets for the indicators.
- (iv) The estimated reaching of targets for the first quarter (of four quarters)
- (v) The in-year performance for the first quarter (of four quarters) of the year

A municipality must, after consultation with the local community, develop and implement mechanisms, systems and processes for the monitoring, measurement and review of performance in respect of the key performance indicators and performance targets set by it.

Performance measurement in terms of sub-regulation (1) must include the measurement of:

- Costs, resources and time used to produce outputs in accordance with the input indicators referred to in regulation 9.
- The extent to which the municipality's activities or processes produced outputs in accordance with the output indicators referred to in regulation 9.
- The total improvement brought by outputs in accordance with the outcome indicators referred to in regulation 9.

Developing an Appropriate Performance Management Model

The UBuhlebezwe Performance Management System Manager must cover the following in the roll-out plan:

- *Process and cycle* – A framework of **HOW** and **WHEN** each stage of the performance cycle will take place from planning through monitoring & measuring to evaluating and re-planning for improvement.
- *Content* – **WHAT** aspects of performance must be planned, monitored, measured & evaluated in order to form a reliable & adequate picture of how well the organisation is performing.
- A *framework* tells **HOW** performance will be managed.
- A *model* reflects decisions about content - **WHAT ASPECTS OF PERFORMANCE** should be managed.
- A *system* must outline choices on both the **PROCESS & CONTENT**

Developing a model: requirements

- The PMS must be fully integrated with the IDP – the IDP provides the basic framework of performance expectations.
- Key performance indicators (KPI) and targets must be set for each priority area & objective in the IDP & for national (N)KPIs.
- Performance indicators and targets should cover inputs, outputs and outcomes.
- The involvement of communities and other key stakeholders in planning, monitoring, measuring and evaluating performance is not optional.
- There are clear requirements on accountability.
- There are clear requirements regarding what the system within which the model will function must cover including its relationship to the municipality's employee performance management processes.
- Must enable alignment of priorities & coherent reporting formats – within the municipality & between spheres of government.

What is the value of a model?

- Simplifies otherwise long lists of indicators by organizing them into a set of categories chosen to sufficiently represent effective performance.
- Different models differ enormously on what they see as the key aspects of performance and can help us make our own decisions that are right for our context.
- Models can help us see the relationship between areas of performance when planning & evaluating.
- Models help align strategic planning and PM by directly linking key performance areas to priority areas of the strategic plan.
- Building our own model allows us to agree on what areas of performance should be integrated, managed and measured and what values should inform our indicators and standards of achievement.

The Municipal Score Card Model

The Balanced Score Card Model shall be chosen where appropriate as the model to be used in the UBuhlebezwe Municipality.

The Initial Balanced Score Card (BSC) model:

- Draw on both the Excellence and Best Value type models but translate the two dimensions into a set of linked perspectives that should be taken into account in managing performance.
- Do not use the linear system view that assumes fixed causes and effects and fixed beginning and end points.
- Assume that the whole picture is necessary all the time to get a strategic sense of how you are doing – from each perspective simultaneously – and enable strategic management.
- Are based on a cyclical and iterative view that does not assume fixed beginnings and ends.

- The BSC models stress the importance of being able to assess the organisation from all perspectives at the same time.
- Initially put the financial perspective in the “top” position and vision and strategy at the centre.

Adaption of the Balanced Score Card Model

- In the UBuhlebezwe municipality environment where service delivery to our external client, our communities, is the ultimate goal, the term “customer perspective” is substituted in favour of the term “service delivery perspective”, which is put in the “top” position.
- The adapted model assesses performance from the following four perspectives:

A Service Delivery Perspective: “how does the community see us?”

A Financial perspective: “how do we look to shareholders?”

An Internal Process Perspective: “what must we excel at?”

An Innovation and Learning Perspective: “how can we continue to improve?”

Strengths of the balanced score card model

- Integration of perspectives enables a more holistic assessment of performance.
- Has a strong emphasis on learning and development.
- Clearly links planning, measurement and management.
- Relatively simple integrated model – does not try to be comprehensive but to capture key strategic issues for management.
- Relies on clear objectives and measures that are objective and reliable.
- Links between the perspectives can be used to diagnose performance problems.
- Can form the basis for staff performance management as much as for organisational.

Weaknesses of the balanced score card model

- Initial version was criticized for lack of relevance to public sector context:
 - i. Customer, not citizen and service user perspective (maintained in public sector version).
 - ii. The prioritisation of the financial perspective is relevant to private sector but not public.
 - iii. Failure to recognise the policy and service orientation of public sector organisations.
- Relevance of priority areas to developmental local government have been questioned – the categorization and prioritization of perspectives are not necessarily the ones prioritized in policy and the IDP.
- Is based on a different planning methodology than the IDP.

The Performance Management Model of the UBuhlebezwe Municipality

- (i) The UBuhlebezwe Municipality had to adapt its Performance Management Model according to the Five National Key Performance Indicators in terms of the 2006, regulation.

| Key Performance Areas (KPA's) for Municipal Managers | <i>Weighting</i> |
|---|------------------|
| Basic Service Delivery and Infrastructure | |
| Municipal Transformation and Institutional Development | |
| Social and Local Economic Development (LED) | |
| Municipal Financial Viability and Management | |
| Good Governance and Public Participation | |
| Total | 100% |

Conducting Performance Reviews

- (1) The performance plan sets out -
the standards and procedures for evaluating the employee's performance; and
the intervals for the evaluation of the employee's performance.

Despite the establishment of agreed intervals for evaluation, the employer may in addition review the employee's performance at any stage while the employment contract remains in force.

Personal growth and development needs identified during any performance review discussion must be documented in a personal development plan as well as the actions agreed to and implementation must take place within set time frames.

The annual performance appraisal must involve:

- (a) Assessment of the achievement of results as outlined in the performance plan:

(i) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

(ii) An indicative rating on the five-point scale should be provided for each KPA.

(iii) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.

(b) Assessment of the CFSs

(i) Each CFS should be assessed according to the extent to which the specified standards have been met.

(ii) An indicative rating on the five-point scale should be provided for each CFS.

(iii) This rating should be multiplied by the weighting given to each CFS during the contracting process, to provide a score.

(iv) The applicable assessment-rating calculator must then be used to add the scores and calculate a final CFS score.

(c) Overall rating

(i) An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

The assessment of the performance of the employee will be based on the following rating scale for KPA's and CFS's:

| Level | Terminology | Description | Rating | | | | |
|-------|--|--|--------|---|---|---|---|
| | | | 1 | 2 | 3 | 4 | 5 |
| 5 | Outstanding performance | Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year. | | | | | |
| 4 | Performance significantly above expectations | Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year. | | | | | |
| 3 | Fully effective | Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan. | | | | | |

| | | | |
|---|---------------------------------|---|--|
| 2 | Performance not fully effective | Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan. | |
| 1 | Unacceptable performance | Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement. | |

Who Conducts Reviews?

For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

- (i) Executive Mayor or Mayor;
- (ii) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- (iii) Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- (iv) Mayor and/or municipal manager from another municipality; and
- (v) Member of a ward committee as nominated by the Executive Mayor or Mayor.

For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

- (i) Municipal Manager;
- (ii) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- (iii) Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and Municipal manager from another municipality.

For purposes of evaluating the annual performance of line managers directly accountable to Section Heads, an evaluation panel constituted of the following persons must be established –

- (ii) Head of Department (Chairperson);
- (iii) Head of Corporate Services;
- (iv) Committee Clerk (scribe);
- (v) Head of Department of another municipality;
- (vi) Union Representative.

Corporate Services (committee clerk) responsible for taking minutes must provide secretariat services to the evaluation panels referred to in sub-regulations-

In order to fulfil the objective of ensuring accountability, reviews are conducted according to the lines of accountability:

| UNIT/PERSON | RESPONSIBILITY |
|---|---|
| Supervisors | Review performance of individual or groups of employees reporting directly to them, depending on the type of employee performance management system that is adopted |
| Line/ Functional Managers | Review performance of their respective areas regularly (quarterly). The reviews should at least cover all the organizational priorities respective to these functions. |
| Executive Management (Municipal Manager and his / her Management Team | Review performance of the organization monthly, prior to and more often than the Mayoral Committee: <ul style="list-style-type: none"> Review performance more often, such that they can intervene promptly on operational matters where poor performance or the risks thereof occur. Review performance before reporting to politicians so that they can prepare, control the quality of performance reports submitted and ensure that adequate response strategies are proposed in cases of poor performance. Review performance prior to being conducted by standing, portfolio or committees. |
| Standing/ Portfolio Committees | Manage performance of functions respective to their portfolios. They should at least review performance of organizational priorities that lie within their portfolio monthly, while maintaining a strategic role. |
| Executive Committee | Review performance of the administration, and should remain strategic. It is proposed that reviews take place on a quarterly basis with the regular final quarterly review taking the form of an annual review. The content of the review should be confined to agreed and confirmed priority areas and objectives only. The Municipal Manager should remain accountable for reporting on performance at this level. |
| Council | Review performance of the Municipal Council, its committees and the administration on an annual basis, in the form of a tabled annual report at the end of the financial year. |
| Public | Review performance of the Municipality and public representatives (Councillors) in the period between elections. It is required by legislation that the public is involved in reviewing municipal performance at least annually. |

Improving Performance

While good and excellent performance must also be constantly improved to meet the needs of citizens and improve their quality of life, it is poor performance in particular that needs to be improved as a priority. In order to do this, it is important that the causal and contributing reasons for poor performance, of which the following are common are analysed:

| REASONS FOR POOR PERFORMANCE | APPROPRIATE REMEDIAL ACTION |
|--|--|
| Inappropriate structure | Restructuring |
| Poor systems and processes | Process and system improvement |
| Lack of skills and capacity | Training and sourcing additional capacity |
| Inappropriate organisational culture. | Change management and education programmes |
| Absence of appropriate strategy | Revision of strategy by key decision-makers Alternative service delivery strategies |

The Municipal Manager will implement the appropriate response strategy to improve performance on Municipality level.

Reporting on Performance

1. Reporting requires that the municipality takes the priorities of the organization, its performance objectives, indicators, targets, measurements and analysis, and present this information in a simple and accessible format, relevant and useful to the specific target group, for review.
 - a. The UBuhlebezwe Municipality's score card and section 57 employees performance plan to be adopted by executive committee. The format can also be adapted for other uses thereby providing for the quarterly planning for performance and the quarterly measurement of actual performance.
 - b. The key performance indicators that are being developed for the UBuhlebezwe municipality are to be reviewed annually in-line with the IDP review.
 - c. Section 46 (1) (b) of the Municipal Systems Act requires that a Municipality must prepare for each financial year a performance report reflecting a comparison of the performance referred to in section (a) with targets set for and performances in the previous financial year.

LINK BETWEEN ORGANIZATIONAL AND EMPLOYEE (HUMAN RESOURCE) PERFORMANCE.

Organisational performance measurement rests on the following two pillars:

- The identification of the critical few Strategic Objectives, inclusive of the 7 NKPI's, which summarises the performance of the whole organisation and which are the result of focussed strategic planning. These objectives are captured in the bottom down design of municipal Score Cards.
- Individual performance measurement which provides the bottom up measurement data for the measurement of performance of 1st level strategic objectives.

The performance of an organization is therefore integrally linked to that of staff.

The relationship is created whilst implementing the following phases of the performance management cycle:

Individual Performance Management Policy

Throughout all these processes SALGA's guidelines has been taken as a guide for the drafting of an Individual Performance Management Policy for Section 57

The performance of a municipality is integrally linked to that of staff. It is therefore important to link organizational performance to individual performance and to manage both at the same time, but separately. The legislative mandate for measuring individual performance is found in section 57 of the Municipal Systems Act, which requires that the Municipal Manager and Managers who report directly to the Municipal Manager, sign performance contracts, which must include performance objectives and targets.

These must be practical, measurable and based on key performance indicators set out on the IDP. Effectively, the organizational scorecard is executed by the employees of the municipality. In practice this means that the strategic organisational scorecard becomes the responsibility of the municipal manager. The head of department's individual performance plans will flow out of the Municipal Manager's performance plan and the managers on the lower level will have a performance plan that flows out of the head of the department's performance plan.

This process is then cascaded down throughout the hierarchy of each of the department in the municipality. Although legislation requires that the municipal manager, and managers directly accountable to the municipal manager, sign formal performance contracts, it is also a requirement that all employees have job descriptions. These must be aligned with the individual performance plan of the head of the department. In this way all employees are working towards a common goal. It is however the responsibility of the employer, to create an environment, which the employees can deliver the objectives and the targets set for them in their performance contracts and job descriptions.

It should also be noted that Schedule 2 of the Local Government: Municipal Systems Act, 2000 (ACT NO.32 OF 2000), Code of Conduct for Municipal Staff members, states that:

"A staff member of a municipality is a public servant in a developmental local system, and must accordingly –

e) Participate in the overall performance management system for the municipality, as well as the staff member's individual performance appraisal and reward system, if such exists, in order to maximise the ability of the municipality as a whole to achieve its objectives and improve the quality of life of its residents."

OPMS AND BACK TO BASICS PILLARS

| BACK TO BASICS PILLAR | UBUHLEBEZWE OPMS KPA'S |
|--|--|
| Putting people and their concerns first | Good Governance and Public Participation |
| Supporting the delivery of municipal services to the right quality and standard. | Basic service delivery and Infrastructure |
| Promoting good governance, transparency and accountability. | Good Governance and Public Participation |
| Ensuring sound financial management and accounting | Municipal Financial Viability and Management |
| Building institutional resilience and administrative capability. | Municipal Transformation and Institutional Development |

AG 'S REPORT AND ACTION PLAN

Ubuhlebezwe Municipality received an Qualified Opinion for the audit of the 2017/18 financial year. Below are the AG findings and the Action Plan thereof:

Auditor-General of South Africa

Ubuhlebezwe Municipality

Audit report 2017-18

Report of the auditor-general to the KwaZulu-Natal Provincial Legislature and the council on Ubuhlebezwe Municipality

Report on the audit of the financial statements

Qualified opinion

1. I have audited the financial statements of the Ubuhlebezwe Municipality set out on pages ... to ..., which comprise the statement of financial position as at 30 June 2018, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, except for the effects of the matters described in the basis for qualified opinion section of this auditor's report, the financial statements present fairly, in all material respects, the financial position of the Ubuhlebezwe Municipality as at 30 June 2018, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2017 (Act No. 3 of 2017) (Dora).

Basis for qualified opinion

Revenue – property rates

3. The municipality did not recognise all revenue from property rates in accordance with GRAP 23, *Revenue from non-exchange transactions* due to a lack of controls in the billing of rates revenue. Consequently, property rates and trade receivables from non-exchange transactions disclosed in note 25 and 13 to the financial statements, respectively, is understated by R4,10 million.

Expenditure

4. The financial statements were materially misstated as expenditure disclosed in contracted services and general expenses was incorrectly classified between the expenditure line items due to inadequate review of transactions within the expenditure. The effect of the misclassification between the expenditure in note 33 and 34 to the financial statements is R4,11 million and R5,84 million respectively.

Irregular expenditure

5. The municipality did not record all irregular expenditure in the notes to the financial statements, as required by section 125(2)(d) of the MFMA. This was due to inadequate internal controls for the identification of irregular expenditure. Consequently, irregular expenditure disclosed in note 45 to the financial statements is understated by R1,46 million.

Context for the opinion

6. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this auditor's report.
7. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* (IESBA code) and the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
8. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

Emphasis of matters

9. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Restatement of corresponding figures

10. As disclosed in note 41 to the financial statements, the corresponding figures for 30 June 2017 were restated as a result of an error in the financial statements of the municipality at, and for the year ended, 30 June 2018.

Material impairments – trade receivables

11. As disclosed in note 13 to the financial statements, material impairments of R23,88 million (2016-17: R18,82 million) was incurred as a result of an annual review of the recoverability of receivables.

Other matter

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

Unaudited disclosure notes

13. In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA in the financial statements. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion on it.

Responsibilities of the accounting officer for the financial statements

14. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the SA Standards of GRAP and the requirements of the MFMA and Dora, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
15. In preparing the financial statements, the accounting officer is responsible for assessing the Ubuhlebezwe Municipality's ability to continue as a going concern, disclosing, as applicable,

matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the municipality or to cease operations, or has no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

16. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
17. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

18. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected development priority presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
19. My procedures address the reported performance information, which must be based on the approved performance planning documents of the municipality. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
20. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected development priority presented in the annual performance report of the municipality for the year ended 30 June 2018:

| Development priority | Pages in the annual performance report |
|---|---|
| <i>KPA 2: Basic service delivery and infrastructure development</i> | x – x |

21. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance

planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

22. The material findings in respect of the usefulness and reliability of the selected development priority are as follows:

KPA 2: Basic service delivery and infrastructure development

Percentage of households receiving refuse collection within Ubuhlebezwe jurisdiction by 30-Jun-18

23. The achievement for target 11.42% reported in the annual performance report was 11.42%. However, the supporting evidence provided did not agree to the reported achievement and indicated an estimated achievement of 4.18%.

Various indicators

24. I was unable to obtain sufficient appropriate audit evidence for the reported achievements of 4 of the 12 indicators relating to this programme. This was due to limitations placed on the scope of my work. I was unable to confirm the reported achievements by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported achievements in the annual performance report of the indicators listed below:

| Indicator description | Reported achievement | Audited value |
|---|---|----------------------|
| Percentage of gravel roads constructed by 31-Mar-18 | Harold Nxasana road achieved 100% completion on the 15th June 2018. Butateni road achieved 100% completion on the 14th February 2018 Mkhwanazi road achieved 100% completion on the 15th February 2018 Mncadi road achieved 100% completion on the 15th January 2018 | 0% |
| Percentage of gravel roads constructed by 30-Jun-18 | Project achieved 92% completion by 30 June 2018. | 0% |
| Percentage of constructed roads completed by 31- Mar-18 | The construction of Chapel Street was at 87% by 30th June 2018. | 0% |
| Percentage of constructed roads completed by 30-June-18 | The project is at 65% complete | 0% |

Other matters

25. I draw attention to the matters below.

Achievement of planned targets

26. The annual performance report on pages ... to ... includes information on the achievement of planned targets for the year. This information should be considered in the context of the material findings on the reliability of the reported performance information in paragraphs [x to x] of this report.

Adjustment of material misstatements

27. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of Basic service delivery and infrastructure development. As management subsequently corrected only some of the misstatements, I raised material findings on the usefulness and reliability of the reported performance information. Those that were not corrected are reported above.

Report on the audit of compliance with legislation

Introduction and scope

28. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the municipality with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

29. The material findings on compliance with specific matters in key legislation are as follows:

Consequence management

30. Irregular expenditure incurred by the municipality were not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.

Annual financial statements

31. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of non-current assets, current assets, revenue, expenditure and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected, but the uncorrected material misstatements resulted in the financial statements receiving a qualified audit opinion.

Strategic planning and performance management

32. Amendments to the IDP were made without making the proposed amendments available for public comment, as required by section 34(b) of the MSA and municipal planning and performance management regulation 3(4)(b).

33. The local community was not invited to submit representations in connection with the 2016/17 annual report, as required by section 127(5)(a) of the MFMA.
34. The SDBIP for the year under review did not include monthly revenue projections by source of collection and the monthly operational and capital expenditure by vote as required by section 1 of the MFMA.

Expenditure management

35. Reasonable steps were not taken to prevent irregular expenditure, as required by section 62(1)(d) of the MFMA. The value of R448 983, as disclosed in note 45, is not complete as management was still in the process of quantifying the full extent of the irregular expenditure. The majority of the disclosed irregular expenditure was caused by non compliance with municipal supply chain regulations.

Asset management

36. Funds were invested at Ithala State-owned Company Limited, in contravention of municipal investment regulation 6.

Procurement and contract management

37. Some of the goods and services with a transaction value of below R200 000 were procured without obtaining the required price quotations, in contravention of by SCM regulation 17(a) and (c).
38. Some of the commodities designated for local content and production, were procured from suppliers who did not meet the prescribed minimum threshold for local production and content, as required by Preferential Procurement Regulation 9(5). Similar non-compliance was also reported in the prior year.

Other information

39. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected development priority presented in the annual performance report that have been specifically reported in this auditor's report.
40. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
41. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected development priority presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
42. If, based on the work I have performed, I conclude that there is a material misstatement in this other information, I am required to report that fact. I have nothing to report in this regard.

Internal control deficiencies

43. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
44. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the qualified opinion, the findings on the annual performance report and the findings on compliance with legislation included in this report.
45. Leadership did not perform effective oversight and monitoring to ensure that delegated officials consistently applied policies and procedures and related internal controls to achieve reliable and credible financial and performance reporting as well as compliance with applicable legislation.
46. Senior management did not implement adequate review procedures to ensure that the annual financial statements and annual performance report were accurately prepared and supported by reliable and credible information.
47. The internal audit unit did not perform a proactive review of the financial statements and annual performance report prior to submitting for auditing as well as review compliance with key legislation applicable to the municipality. The internal audit unit and audit committee did not adequately review the processes in place for risk identification and assessment.

Auditor-General

Pietermaritzburg

30 November 2018



Auditing to build public confidence

Annexure – Auditor-general’s responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements, and the procedures performed on reported performance information for selected development priority and on the municipality’s compliance with respect to the selected subject matters.

Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor’s report, I also:
 - identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
 - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality’s internal control
 - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer
 - conclude on the appropriateness of the accounting officer’s use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Ubhulebezwe Municipality ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor’s report. However, future events or conditions may cause a municipality to cease continuing as a going concern
 - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

Communication with those charged with governance

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also confirm to the accounting officer that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, related safeguards.

AUDIT ACTION PLAN : 2017/18

| No. | Audit query | Audit finding | Internal Control Deficiency | Action required | Responsible Department/ official | Target date | Current status |
|-----|-------------------------------------|--|--|---|---|-------------|---|
| 1. | Revenue | Understatement of property rates | Management did not ensure that the annual update to the system's valuation roll was implemented in the billing system. The CFO did not ensure that reconciliation between the billing system and the valuation roll are performed to ensure that categorization of properties and property values are accurate and complete. | Revenue Staff will update the billing system with the new valuation information. In case of differenceies ,There is supporting information or Juornals to clarify the difference. ACFO must review the information on billing. | BTO - CFO | 28/02/2019 | BTO- the reconcillation was done and it still confirms the amount reported as at 30 June 2018.BTO has met with AG regarding property rates differences and compare auditors and BTO calculations . BTO has sent the email to the previous valuer to request Valuation roll that was sent to AG.Once recieved then BTO will do the recalcuation.2018.2019 valuation roll has been loaded in the system and the |
| 2. | Property, Plant and Equipment | Work progress (WIP) not appropriately disclosed | The Chief Financial Officer (CFO) and internal audit did not perform an adequate review of the financial statement to confirm compliance with the requirements of GRAP | Assets Staff will prepare the register of Work In Progress and have supporting documents on file(PMU to submit completion certificates to Finance inorder to update the WIP register).Assets Staff will prepare a montly reconciliation.ACFO will review the | BTO: Asset Manager IPD: PMU Manager | 28/02/2019 | Asset management will ensure that the Work In Progress is disclosed as per GRAP requirements. Individual projects reconcillation are perfomed monthly to ensure expenditure is allocated correctly for capital projects. |
| 3. | Procurement and contract management | Competitive process was not followed for procurement of services with the value more than R200 000 | The accounting officer did not ensure that all required processes are duly followed prior to approving the award. | SCM Office has developed a procurement plan and all procurements will be done through SCM Unit.Reasons will be documented where the number of quatations is less than 3. | OMM – Municipal Manager BTO: SCM Manager | 28/02/2019 | The SCM Irregular expenditure report was reported to finance finance Committee on the 14 February 2019 for noting and Recommendations for onward submission to MPAC ,then after investigated by MPAC ,its will be submitted to council to |

| | | | | | | | |
|----|--|---|--|--|---|------------|--|
| 4. | Procurement and contract management | Procurement processes not followed for the purchase of goods and services | The accounting officer did not ensure that all required processes are duly followed prior to approving payment of good and services | An irregular expenditure was incurred and it will be investigated by the relevant structures. The reasons for not obtaining three quotes should be documented and approved by CFO | OMM – Municipal Manager BTO - CFO -SCM Manager | 28/02/2019 | The SCM section will develop a form and document reasons why they accepted quotes less than three, as well as processes followed. The SCM Irregular expenditure report was reported to finance Committee on the 14 February 2019 for noting and Recommendations for onward submission to MPAC ,then after investigated by MPAC ,its will |
| 5. | Procurement and contract management | No procurement processes followed for the upgrade of accounting system | The accounting officer did not ensure that all required processes are duly followed prior to approving the award | SCM Unit will develop a procurement plan and all procurements will be done through SCM Unit. | OMM - Municipal Manager | 28/02/2019 | The SCM Irregular expenditure report was reported to finance Committee on the 14 February 2019 for noting and Recommendations for onward submission to MPAC ,then after investigated by MPAC ,its will be submitted to council to approve for <u>condonation on non</u> |
| 6. | Procurement and contract management | Bid not advertised for the required minimum period | The bid evaluation committee did not ensure compliance with the preferential procurement regulations before recommending the award. The bid adjudication committee did not adequately review compliance with the | Bid Committees will review tender documents to ensure that it is advertised for required minimum period if it is advertised for less than minimum period tender will be re-advertised. | OMM - Municipal Manager | 28/02/2019 | The SCM Irregular expenditure report would be reported to finance Committee on the 14 February 2019 for noting and Recommendations for onward submission to MPAC ,then after investigated by MPAC ,its will be submitted to council to approve for condonation on non |
| 7. | Procurement and contract management | PPFFA requirements not followed for evaluation of quotations | The SCM Manager did not exercise oversight on subsequent appointment of a supplier after the BEC did not get a supplier who met the product. | A compliance checklist will be developed and be implemented by the SCM unit to avoid recurrence of non-compliance. Irregular expenditure will be disclosed and | OMM: Municipal Manager BTO: CFO & SCM Manager | 28/02/2019 | Compliance checklist is implimented on SCM Unit to avoide such occurances. |
| 8. | Procurement and contract management | Reasons for not obtaining 3 quotations are not documented and approved | The bid evaluation committee did not document the reasons for obtaining less than three quotations The CFO did not obtain documented reasons for less than three quotations received before approving | The reasons for not obtaining three quotes will be documented and Verified. | BTO - CFO Manager SCM | 28/02/2019 | The SCM section will develop a form and document reasons why they accepted quotes less than three, as well as processes followed. |

| | | | | | | | |
|-----|--|--|---|--|---|------------|--|
| 9. | Procurement and contract management | Winning service provider did not meet the minimum threshold for local production and content | The Supply Chain Manager did not diligently review compliance with Preferential Procurement Regulations before recommending the award to the accounting officer. | A compliance checklist should be developed and be implemented by the SCM unit to avoid recurrence of non-compliance. The reasons for not obtaining three quotes will be documented and Verified. Irregular expenditure will be disclosed and | BTO - CFO Manager SCM | 28/02/2019 | The municipality has requested training from DTI to capacitate members of bid committees. The SCM Irregular expenditure was reported to finance Committee on the 14 February 2019 for noting and Recommendations for onward submission to MPAC, then after investigated by MPAC, its will be submitted to council to approve for |
| 10. | Cash and cash equivalents | Bank reconciliation cash book balance does not agree to the balance as per the AFS | Management did not perform an adequate review of the financial statements to ensure that the financial statements submitted for audit are supported by accurate underlying | Bank reconciliations will be Prepared on monthly basis by Accountants in order to detect reconciling items on time. ACFO will review the | BTO: BUDGET MANAGER CFO & Assistant CFO | 28/02/2019 | Bank recorns are prepared, Reviewed and authorised on a monthly basis. We will ensure that there are no journals or transactions posted after the trial balance has been taken for Annual |
| 11. | Expenditure | Incorrect classification of expenditure. | The CFO did not adequately review the annual financial statements and review the items within general expenses to ensure that amounts are accurate and classified accordingly | A review of payment vouchers will be done monthly by budget unit to ensure that expenditure is classified correctly. CFO will review the GL monthly to ensure that expenditure is classified correctly. A reconciliation between expenditure | BTO: CFO & Assistant CFO | Quarterly | Budget unit and expenditure unit analyses the expenditure on the votes against the vouchers to ensure that the expenditure is classified correctly on the system. |
| 12. | Consequence Management | Irregular and fruitless expenditure were not investigated | The accounting officer did not adequately monitor investigations of irregular expenditure and fruitless and wasteful expenditure incurred in the prior year. | MPAC will investigate irregular expenditure in terms of Section 32(2) of MFMA MPAC will ensure that the all irregular expenditure is investigated. The MPAC report will | OMM- Municipal Manager | Monthly | Irregular, Fruitless and wasteful expenditure report will be submitted to MPAC on the 13 February 2019. |
| 13. | Consequence Management | No evidence of investigation of irregular expenditure and approval of condonation | The accounting officer did not exercise adequate oversight responsibility regarding compliance with laws and regulations relating to condonation of irregular expenditure. | MPAC will investigate irregular expenditure in terms of Section 32(2) of MFMA MPAC will ensure that the all irregular expenditure is investigated. The MPAC report will | OMM- Municipal Manager | Monthly | The Municipal Manager awaits for the report from MPAC and council, then He will act accordingly on their recommendations. |

| | | | | | | | |
|-----|--|--|--|--|--------------------------|-----------|---|
| 14. | Investments | Investment account in a bank not registered in terms of the bank Act | The accounting officer did not exercise oversight in ensuring that the legislation over cash management and investment is complied with. | CFO will perform a thorough check with banks to ensure that they are registered in terms of Bank Act before investing municipality's funds | BTO - CFO | 30-Apr-19 | The maturity date of the investment will be April 2019 (Ithala Bank 30 April 2019). The municipality will incur penalties if the investment is recalled and that loss will be fruitless expenditure. The municipality will not reinvest at Ithala Bank for |
| 15. | Strategic planning and performance management | Amended SDBIP/IDP - No opportunity allowed for public comments | The accounting officer did not design and implement adequate controls and checklist over information sent for publishing to ensure that all necessary information is stated on adverts | The Accounting Officer will ensure that all public notices are reviewed and before publishing the notice ensure that all compliance requirements are included. Review of the notice by independent | OMM – Manager: IDP & PMS | 31-Mar-19 | The advert notifying the public of the proposed amendments to the SDBIP/IDP will clearly state that the community can submit their representation if they have any. A checklist will be created to ensure that all required information is included for compliance |
| 16. | Pre-determined objectives | Local community not invited to submit representations on Annual Report | The accounting officer did not design and implement adequate controls and checklist over information sent for publishing to ensure that all necessary information is stated on adverts | The advert will clearly specify that the community can submit their representation if any. Review of the notice by independent person e.g IA to ensure that all compliance | OMM – Manager: IDP & PMS | 31-Mar-19 | The Public notice for the 2017/18 annual report clearly states that the local community may submit representation to the annual report if they have any. |
| 17. | | Projections of revenue and expenditure not indicated in the SDBIP | The accounting officer did not develop checklist to confirm it complies with MFMA | The Manager IDP& PMS will ensure that the SDBIP template comply with the requirements of the MFMA; and disclose projections of revenue and expenditure. The Internal Audit | OMM – Manager: IDP & PMS | 31-Mar-19 | SDBIP for 2018/19 will be amended to include monthly revenue projections by source of collection and the monthly operational and capital expenditure by vote. Internal Audit will perform reviews to ensure credibility of documents. |
| 18. | Pre-determined objectives | Reported outputs not valid and accurate. | The IDP/PMS Manager did not ensure that valid and accurate evidence is filed in support of the reported achievements disclosed in the APR. | To confirm the reliability of the reported information, the PMS and Internal Audit will verify the reported quarterly and annual percentages/ targets using the pre-defined sources and supporting documents | OMM – Manager: IDP & PMS | 31-Mar-19 | The aspect that resulted in a different outcome in percentages was that of the source that was used to calculate the percentage which is data from STATS SA, database collected by our Department of Social Development from Wards and billing report from our Revenue section. Going forward PMS will adjust the POE and use a more reliable source which is to rely |

| | | | | | | | |
|---|----------------------------------|--|--|---|--------------------------------|-----------|---|
| 19. | Pre-determined objectives | Reported outputs not valid and accurate. | The IDP/PMS Manager did not ensure that valid and accurate evidence is filed in support of the reported achievements disclosed in the APR. | To confirm the reliability of the reported information, the PMS and Internal Audit will verify the reported quarterly and annual percentages/ targets using the pre-defined sources and supporting documents. | OMM – Manager: IDP & PMS | 31-Mar-19 | On an ongoing basis, IPD will provide a fully detailed report, with calculations when reporting on the indicators for Roads, electricity, halls, sports field and any other constructed infrastructure with percentages and kilometre. The report must detail the percentage of work done in that quarter with the percentage of each task performed explained as well, in order to ensure that all the required information for the pre-determined source is |
| Other Matters - for the information of users of financial statements | | | | | | | |
| 20. | Information Technology | IT Governance Framework incomplete | The ICT Manager did not ensure that a complete IT Governance Framework is in place and implemented by the municipality. | ICT Manager will review the ICT Governance Framework and benchmark with other Municipalities . | Corporate Services: IT Manager | 31-May-19 | Included provisions for IT Governance framework as per AG recommendation and will review policy with Internal Audit while we advertize for Governance specialist to help recraft and identify other shortfalls on the Framework and in the environment for the |
| 21. | Information Technology | IT security policy not meeting minimum requirements | The ICT Manager did not ensure that a complete IT security policy is in place and implemented | ICT Manager to review the IT Governance Framework and also benchmark with other municipalities. The policy will include minimum requirement and be adopted by Council. | Corporate Services: IT Manager | 31-May-19 | Provisions for IT Governance framework as per AG recommendation and will review policy with Internal Audit while we advertize for Governance specialist to help recraft and identify other shortfalls on the Framework and in the environment for the |
| 22. | Information Technology | User access policy not meeting minimum requirements | The ICT Manager did not ensure that user access policy is in place and implemented within the municipality | ICT Manager will review the Policy before its adopted by council. | Corporate Services: IT Manager | 31-May-19 | All the minimum requirements on the policy as per AG recommendandation and the policy will be reviewed with Internal Audit unit while we advertize for Governance specialist to help recraft and identify other shortfalls on the policy. Implementation will |
| 23. | Information Technology | Program change policy not meeting minimum requirements | The ICT Manager did not ensure that a complete program change policy is in place and implemented within the municipality | ICT Manager will review the Policy before its adopted by council. | Corporate Services: IT Manager | 31-May-19 | Included all the requirements on the policy as per AG recommendandation and the policy will be reviewed with Internal Audit unit while we advertize for Governance specialist to help recraft and identify other shortfalls on the policy. Implementation will |

| | | | | | | | |
|-----|--------------------------------------|---|--|---|--|--------------------------|--|
| 24. | Information Technology | Disaster Recovery Plan not meeting minimum requirements | Management had not implemented adequate preventative controls to ensure that adequate continuity arrangements exist in the event of | Manager ICT will ensure that the DRP and BCP are reviewed and tested. The plan will be adopted by Council. | Corporate Services: IT Manager | 31-Mar-19 | Tender was advertized via SCM for Disaster Recovery and Business Continuity Plan implementation and testing. The tender is currently in its evaluation phase |
| 25. | Information Technology | No formal change request form done for upgrade of SAMRAS | Management did not ensure that formal change management policies and procedures are implemented and monitored, especially when | Policies and procedures for change request should be documented and adopted by Council. | Corporate Services: IT Manager | | IT unit and Office of AG are still revising this finding. |
| 26. | Property, plant and equipment | Inaccurate depreciation | The CFO and Asset Manager did not adequately review the depreciation calculations on fixed asset register prior to submission of audit to ensure that the relevant variables for calculation of depreciation | The management will review the FAR and confirm depreciation amounts. | BTO - CFO & Asset Manager | 18/03/2019 | To ensure that the depreciation calculation is correctly calculated in the system there is an ongoing investigation and correction by Bytes senior developer and a scheduled training and hand holding for all asset |
| 27. | Property, plant and equipment | Incorrect capitalization amounts | Management did not perform an adequate review of recording of expenditure on assets to ensure that VAT is correctly accounted for. | Management will develop a checklist of payments submitted to ensure accuracy. Monthly Reconciliations will be done by Assets staff and reviewed by the CFO. | BTO - CFO | Monthly | Individual projects reconciliation are performed monthly to ensure expenditure is allocated correctly for capital projects. The capital projects u keys (votes) are set on the system to automatically take the VAT percentage |
| 28. | Property, plant and equipment | Incorrect classification in the FAR | Management did not perform adequate review of the FAR to ensure that items are classified consistently with results of the physical verification | Management should conduct a review of the FAR to identify any errors.FAR will be updated Monthly and Reconciliations will be | BTO - BUDGET MANAGER , CFO & Asset Manager | 18/03/2019 | We have started the verification of assets and we correct all the assets descriptions and we will also go through the asset types during the hand holding |
| 29. | Revenue and Receivables | Comparative amounts do not agree with prior year AFS | Management did not perform adequate review of the financial statements to ensure that the financial statements submitted for audit are accurate and complete. | Management will investigate the difference identified.Compare Audited AFS with the current amounts. | BTO - BUDGET MANAGER , CFO & Assistant CFO | Bi Annually and Annually | Management will ensure that AFS are reviewed before submission. |
| 30. | Consequent management | Financial misconduct that constitute a crime committed by an official was not reported to the | The accounting officer did not adequately monitor investigations on the financial misconduct to ensure full compliance with legislation. | The Municipal Manager will ensure that any act of theft is reported to the South African Police Services. | OMM - Municipal Manager | | The Accounting officer will report all criminal cases ,if any. |

- **CONCLUSION**

- The continued improvement and development of an effective financial planning process aids the actualization of fulfilling the municipality's facilitating role to capacitate the community to build a better future for all.
- The Financial planning imperatives contribute to ensuring that the Municipality remains financially viable and that municipal services are provided economically to all communities.
- The Multi-year Financial Plan contains realistic and credible revenue and expenditure forecasts which should provide a sound basis for improved financial management and institutional development as well as service delivery improvements and implementation.
- The strategy towards cash backing will certainly ensure the sustainability of the Municipality over the medium-to long-term

PLANS FROM SECTOR DEPARTMENTS

• Initiatives by Economic Development, Tourism and Environmental Affairs

| Initiative | Internal Support Services |
|---|---|
| Gijima KZN Local Competitive Fund (LCF) | Funding the medium business partnerships from R1 million to R5 million per project . 70% grant and 30% own contribution – current call on clothing & textile . Future call for Agri-processing manufacturing sector |
| EDTEA Public Entities and Public Sector Project Support & Funding | Soft loan and grant funding from the public entities and other public sector funders, e.g. Ithala Bank, TIKZN, KZN Growth Fund, KZN Tourism, Dube Trade Port, & others |
| EDTEA Own Funding Ad-hoc Catalyst Projects | This is grant funding on both planning and implementation projects that create an enabling environment to stimulate the KZN economy |
| EDTEA RLED Support Services in partnership with KZN COGTA (MOU) | Strategic, technical and institutional support services. Formulation, review and implementation of LED strategies and institutional structures. LED project implementation management and support (PSC's, LED Forums) |
| RLED Capacity Building Programme | <ul style="list-style-type: none"> Graduate & Post Graduate Programme (UKZN) Provincial RLED Summit - date be announced Summer School Programme (UKZN) RLED Capacity Building Workshops for Municipalities (Councillors, LED Port Folio Committee members and LED practitioners and officials) |
| <ul style="list-style-type: none"> Project funding & support information sharing Business plan concept input Business plan input Financing advice Funding Stakeholder & application facilitation Project & contract management services for implementation projects | <p>Technical assistance and referrals with potential funding partners & institutions which include the following and others:</p> <ul style="list-style-type: none"> External Prov & Nat Sector Departments & Entities – Agribusiness Development Agency (ADA) Commercial Banks – loan finance for established businesses and SMME's Anglo American & Mondi Zimele – soft loans Department of Trade and Industry (DTI) – Various Funding Instruments:- Automotive Investment Scheme; Business Process Services Incentive (BPSI); Capital Projects Feasibility Programme (CPFP); Critical Infrastructure Programme (CIP); Employment Creation Fund (ECF); Manufacturing Investment Programme (MIP); Support Programme for Industrial Innovation (SPII); Tourism Support Programme (TSP) Development Bank of South Africa (DBSA) – Various Funding Instruments:- Energy and Environment Partnership Grant; Jobs Fund; Renewable Energy Market Transformation (REMT) |

| Initiative | Internal Support Services |
|--|--|
| <ul style="list-style-type: none"> • Red tape reduction programme • Back to Basics programme (COGTA) | <ul style="list-style-type: none"> • Industrial Development Corporation(IDC) – Various loan finance funding instruments :-Agro-Industries; Equity Contribution Fund; Community Fund; Forestry and Wood Products; Green Industries. • National Empowerment Fund (NEF) – Finance / capital loans with preference to franchises and BBBEE deals (preference for franchising) • Future Growth Asset Management – Agri-fund • Black Industrialists Scheme (BIS) – aimed at supporting majority black-owned manufacturing companies with access to finance and markets, skills development, standards, quality & productivity improvement. |

- **Other programs by Economic Development, Tourism and Environmental Affairs**

- Alien Invasive plants clearing
- Planting of indigenous trees to create habitat for birds and other wildlife- 11 schools in the LM.
- Planting of vegetables and trees at different schools within the municipality
- Councillors workshop on Environmental Legislation

- **Municipal Support**

- Provide support in Development Planning (IDP) and Spatial Development Frameworks (SDF)
- Support through screening of projects prior to development in regards with whether they need Environmental Authorization (EIA) or not
- Attend and serve on municipal forums, Service provider forums, Steering Committees, Consultative forums, Task teams
- Alien Invasive plants clearing.
- Planting of indigenous trees at low income households and enhance the value of properties – 2018/19.
- Planting of fruit trees for food security at low income households.
- Planting of vegetables and indigenous trees at different schools within the municipality.
- Environmental Awareness to schools and communities e.g. climate change.
- Conduct clean-up campaign.

•National priority programs by the Department of Health

- Universal Test and Treat
- Chronic Central Medicine Distribution and Dispensing (Medi Post) for stable clients.
- National Health Insurance
 - National Core Standards
 - Ideal Clinic Realization Model (assessments starting on the 24th to 28th March 2017 at Sangcwaba, KwaMashumi and Ixopo clinics) through Provincial assessment

- **Outreach services:**

- Mobile vehicles X 3 available and functional
- High Transmission Area vehicle around town
- Family Health Teams X 2
- Integrated School Health Programme
- Rehabilitation outreach- more focus at Ward 1 and Ward 3

Programs / Services offered by the Department of Social Development

- Services to older persons, i.e. abused, parenting skills, and awareness campaigns
- Services to persons with disabilities
- HIV/AIDS related services
- Services to families
- Child care and protection services
- Victim empowerment
- Substance abuse, prevention and rehabilitation programs
- Poverty alleviation programs
- Community based research and planning, i.e. household profiling and community profiling
- Youth development

Projects by Human Settlements

Human settlements participates in Ubuhlebezwe Forum meetings. For planned projects, refer to the housing chapter within the IDP under Section C, Basic Service Delivery and Infrastructure Development KPA.

Projects by Department of Transport

2019/2020 Ixopo

| Local Council | Contract No | Contract Description | Budget | Km/m/m2/no | Rating | Priority | Start |
|---------------|---------------------------|--|-----------------------|--------------|--------|----------|------------|
| KZ434 | C434/4903 | Safety Maintenance Blacktop patching - Annual Contract | 3 000 000 | | | | 2019/06/01 |
| KZ434 | C434/4904 | Safety Maintenance Blacktop patching - Materials | 1 000 000 | | | | 2019/04/01 |
| | | | 3 000 000,00 | | | | |
| KZ434 | C434/ | Civil material | 200 000 | | | | 2019/04/01 |
| KZ434 | C434/3720 | Maintenance contract - zone 1 | 15 000 000 | | | | 2019/04/01 |
| KZ434 | C434/3721 | Maintenance contract - zone 2 | 15 000 000 | | | | 2019/04/01 |
| KZ434 | C434/3722 | Maintenance contract - zone 3 | 15 000 000 | | | | 2019/04/01 |
| KZ434 | C434/3723 | Maintenance contract - zone 4 | 15 000 000 | | | | 2019/04/01 |
| KZ434 | C434/3724 | Maintenance contract - zone 5 | 18 800 000 | | | | 2019/04/01 |
| | | | 79 000 000,00 | | | | |
| KZ221 | C434/ | Zibambebe - Materials | 200 000 | | | | 2019/04/01 |
| KZ221 | C434/ | Zibambebe - Contractors | 10 000 000 | | | | 2019/04/01 |
| | | | 10 200 000,00 | | | | |
| KZ434 | C434/3795 | Re-gravelling of L1106,P73,L1780 0-14.6 | 3 000 000 | 14,60 | | | 2019/04/01 |
| KZ434 | C434/3798 | Re-gravelling of D958, D960, DD68, L1773 from 0 - 20.3 | 2 500 000 | 20,30 | | | 2019/04/01 |
| KZ434 | C434/4859 | Re-gravelling of L2881 from 0 - 2 | 400 000 | 2,00 | | | 2019/04/01 |
| KZ434 | C434/4861 | Re-gravelling of L1884 from 0 - 3.4 | 750 000 | 3,40 | | | 2019/04/01 |
| KZ434 | C434/4862 | Re-gravelling of D1051 from 0 - 3 | 1 200 000 | 3,00 | | | 2019/04/01 |
| KZ434 | C434/4863 | Re-gravelling of D1101 from 0 - 6.8 | 1 800 000 | 6,80 | | | 2019/04/01 |
| KZ434 | C434/4871 | Re-gravelling of D738 from 0 - 6.9 | 1 600 000 | 6,90 | | | 2019/04/01 |
| KZ434 | C434/4944 | Re-gravelling of L2819 from 0 - 3.5 | 1 000 000 | 3,50 | | | 2021/04/01 |
| KZ434 | C434/4946 | Re-gravelling of D1037 from 0 - 3 | 900 000 | 3,00 | | | 2019/04/01 |
| KZ434 | C434/4947 | Re-gravelling of D84 from 0-1 | 300 000 | 1,00 | | | 2019/04/01 |
| KZ434 | C434/4948 | Re-gravelling of D746 from 0 - 1 | 750 000 | 1,00 | | | 2019/04/01 |
| | | | 14 200 000,00 | 65,50 | | | |
| | | | | | | | |
| | | Total | 106 400 000,00 | | | | |

HARRY GWALA DISTRICT

| FPSU / PROJECTS | FPSU FUNCTIONALITY ACTIVITIES, including RID/ infrastructure | BROAD IMPACT PROJECT | BUDGET |
|---|--|---|---------------|
| Highflats FPSU (Texas Valley) (approved) | Supply Agricultural Implements (2 tractors, plough, trailer, sprayer), fuel , branding . | 120 cooperative members generating income through selling vegetables, 300 hectares. | R2 000 000.00 |
| Ebutha (Hopewell) FPSU (not approved) | Supply Agricultural Implements (4 tractors, plough, trailer, sprayer), fuel , branding . | 28 cooperative members and 3 individual farmers generating income through selling grain (maize and beans) from a 900 hectare. | R2 000 000.00 |
| Korinte Cooperative (DVC) (Approved) | Acquisition animal feeds, dairy cows, dairy equipment and vaccines | 50 Cooperatives members that will be benefiting from the project | R2 000 000.00 |
| St Paul FPSU (not approved) | Acquisition animal feeds and vaccines | 172 members are benefiting form the project through number of cattle sold and income genearted. | R1 000 000.00 |
| Franklin FPSU (not approved) | Business Plan development, Supply of Agricultural Inputs. | 100 Cooperative members will be benefiting from the project. | R5 000 000.00 |
| Ndawana FPSU (not Approved) | Business Plan development, Supply of Agricultural Inputs. | 250 cooperative members will benefit from the project. | R5 000 000.00 |
| Harry Gwala Jobs (Graduates and NARYSEC) not approved | Payment of stipends to graduates offering technical support to FPSUs and in various projects | Creation of jobs and improved household income | R 500 000.00 |
| Harry Gwala Skills Not approved | Skills training in to members from various cooperative, business financial, management | Improved skills level contributing to better implementation of projects and sustained enterprises | R 100.000.00 |



- Harry Gwala has one (1) funded residential facility for older persons with a capacity of 67 in Greater Kokstad
- There are 18 Service Centres in the District:
- Greater Kokstad: 6
- Ubuhlebezwe: 3
- Dr Nkosazane Dlamini- Zuma: 6
- Umzimkhulu: 3



7

- The district has funded 15 HCBC Sites as follows:
- Greater Kokstad: 2
- Ubuhlebezwe: 8
- Dr Nkosazane Dlamini Zuma: 4
- Umzimkhulu: 1

OVERVIEW OF SERVICES TO CHILD CARE AND PROTECTION:

- Promotion of child care, support and protection so that every child can develop optimally.
- Services include the following:
- Child Care Protection
- Alternative care services
- ECD
- Community Based Care Services.
- 137 ECD Centers are registered and funded under equitable share in the District
- Greater Kokstad: 20
- Ubuhlebezwe: 28
- Umzimkhulu: 46
- Dr Nkosazane Dlamini - Zuma: 43
- 82 for ECD Conditional Grant
- Greater Kokstad: 7
- Ubuhlebezwe: 22
- Umzimkhulu: 11
- Dr Nkosazane Dlamini - Zuma: 42

Overview of services for victim empowerment

Services include the following:-

- Provision of psychosocial support to all victims of crime and violence
- Provision of shelter services
- Provision of skills development programmes
- Care and support services to victims of human trafficking
- Facilitation of Provincial and local VEP forums



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Social Development
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FUNDED SERVICES

The District is funding 5 White Door Centers of Hope as follows:

Greater Kokstad: 1
Umzimkhulu: 1
Ubuhlebezwe: 2
Dr Nkosazane Dlamini Zuma:1

- 2 Shelters for Abused Women as follows:
- Umzimkhulu:1
- Dr Nkosazane Dlamini Zuma :1



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YOUTH AND WOMEN DEVELOPMENT

- Youth mobilization programmes
- Youth camps
- Skills development
- 24 months Pilot project on youth and women development in all 4 local municipalities
- Target group: Youth :80
- Women: 100
- Categories: Youth completed Diversion programme , Youth Exiting foster Care, youth engaged in Youth mobilization programmes and



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FUNDED SERVICES

YOUTH

- 3 youth development organisations funded by the district as follows:
- Umzimkhulu: 2
- District:1

WOMEN

- 5 women development organisations
- Ubuhlebezwe: 1
- Dr Nkosazane Dlamini – Zuma: 5
- District: 1



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- **Water and Sanitation projects from Harry Gwala District**

Current Projects being Implemented:

- Ixopo- Mariathal Water Supply Phase 3
- Chibini Water Supply Phase 3
- Mkhunya Water Supply Phase 1
- Mkhunya Water Supply Phase 2
- Mkhunya Water Supply Phase 3
- Ncakubana Water Supply Phase 2
- Ithubalethu Water Supply
- Ubuhlebezwe Sanitation Backlog Eradication
- Ubuhlebezwe Sanitation

Future Proposed Projects:

| PROJECT | PROJECT SCOPE |
|---|---|
| Ixopo Fairview Sewer Upgrade Phase 1 | <ul style="list-style-type: none"> • Construction of Thubalethu Bulk Sewer Line • Upgrade of Fairview Bulk Sewer line • Upgrade of Pump Station • Project is a Tender stage |
| Nokweja Mhlabashane Phase 1 | <ul style="list-style-type: none"> • Construction of 800 KL reservoir • Upgrade Booster Pump Station • Construction of 200KL Clear Water Storage • Upgrade River Abstraction • Upgrade Rising Main • 52% progress |
| Hlokozi Water Project Phase 4. | <ul style="list-style-type: none"> • The progress is at 65% progress |
| Highflats Town Water Supply Scheme | <ul style="list-style-type: none"> • The project is in the planning stages with an anticipated completion date of June 2019 |
| Ixopo Town/ Ufafa bulk water augmentation | <ul style="list-style-type: none"> • Bulk water pipeline from Ngudwini Dam |
| Mariathal, Mandilini & Esperence Water Supply Phase 4 | <ul style="list-style-type: none"> • |
| Ubuhlebezwe Sanitation Backlog Eradication | <ul style="list-style-type: none"> • 9842 sanitation units, in all wards. Progress is at 40% |
| Mkhunya water Supplu Phase 3 | <ul style="list-style-type: none"> • 13 km pipes, 500kl reservoir & 29 standpipes, progress is at 7% |

Department of education

| NATEMIS | Project Name | Nature of Investment | Programme Implementer/ IA | 2018-2019 | 2019 - 2020 | 2020-2021 |
|----------------|------------------------------------|----------------------------------|----------------------------------|------------------|--------------------|------------------|
| 500338328 | BEKEZELANI JUNIOR SECONDARY SCHOOL | MAINTENANCE AND REPAIR | DBSA | 242 | 0 | 0 |
| 500109076 | BHEKUKUPHIWA PRIMARY SCHOOL | REFURBISHMENT AND REHABILITATION | DoPW | 123 | 0 | 0 |
| 500113923 | BUTHATHUBUNYE HIGH SCHOOL | REFURBISHMENT AND REHABILITATION | DoPW | 0 | 0 | 50 |
| 500114441 | CARRISBROOKE PRIMARY SCHOOL | UPGRADES AND ADDITIONS | Coega Development Corporation | 6000 | 427 | 0 |
| 500494801 | DANIEL MZAMO SPECIAL SCHOOL | REFURBISHMENT AND REHABILITATION | DoPW | 102 | 0 | 0 |
| 500322899 | DINGIZWE SECONDARY SCHOOL | UPGRADES AND ADDITIONS | DoPW | 0 | 400 | 215 |
| 500131720 | EMAZABEKWENI PRIMARY SCHOOL | UPGRADES AND ADDITIONS | DoPW | 0 | 0 | 295 |
| 500157250 | HLOKOZI SECONDARY SCHOOL | UPGRADES AND ADDITIONS | KZNDoe | 0 | 4050 | 215 |
| 500130132 | NTABAKUNUKA PRIMARY SCHOOL | UPGRADES AND ADDITIONS | Independent Development Trust | 232,1385 | 321 | 0 |
| 500170237 | IXOPO STATE AIDED SCHOOL | REFURBISHMENT AND REHABILITATION | DoPW | 0 | 0 | 101 |
| 500170200 | IXOPO PRIMARY SCHOOL | REFURBISHMENT AND REHABILITATION | DBSA | 0 | 123 | 51,5 |

| | | | | | | |
|---------------|---|--|-------------------------------------|---------------|------|-------------|
| 50017027 4 | IYOPO VILLAGE INTERMEDIATE SCHOOL | UPGRADES AND ADDITIONS | KZNDoe | 0 | 2356 | 1056,9 7 |
| 50017530 6 | KHULUMA INTERMEDIATE SCHOOL | UPGRADES AND ADDITIONS | KZNDoe | 0 | 3256 | 375,5 |
| 50017919 1 | KWADLADLA PRIMARY SCHOOL | UPGRADES AND ADDITIONS | DoPW | 0 | 400 | 215 |
| 50018377 9 | KWATHATHANI SECONDARY SCHOOL(COMPLETION CONTRACT) | REFURBISHMENT AND REHABILITATION | DoPW | 0 | 6864 | 1126 |
| 50018718 3 | LITTLE FLOWER COMBINED SCHOOL | REFURBISHMENT AND REHABILITATION | DoPW | 0 | 0 | 101 |
| 50018825 6 | LUDLIKI PRIMARY SCHOOL | MAINTENANCE AND REPAIR | DBSA | 195,768 | 0 | 0 |
| 50018829 3 | LUFABA PRIMARY SCHOOL | MAINTENANCE AND REPAIR | DBSA | 468,345 | 0 | 0 |
| 50018892 2 | LUSIBALUKHULU SECONDARY SCHOOL | UPGRADES AND ADDITIONS | DoPW | 0 | 400 | 215 |
| 50019232 6 | MAGIDIGIDI PRIMARY SCHOOL | UPGRADES AND ADDITIONS | DoPW | 77,58210 9 | 0 | 0 |
| 50019288 1 | MAHAFANA PRIMARY SCHOOL | UPGRADES AND ADDITIONS | DoPW | 0 | 65 | 338 |
| 50019517 5 | MALEZULU SPECIAL SCHOOL | NEW /REPLACEMENT INFRASTRUCTURE ASSETS | Independent Development Trust | 11390 | 1924 | 0 |
| 50019758 0 | MANTULELA PRIMARY SCHOOL | UPGRADES AND ADDITIONS | DoPW | 439,9 | 0 | 0 |
| 50019961 5 | MARIATHAL COMBINED SCHOOL | UPGRADES AND ADDITIONS | DoPW | 0 | 196 | 316 |

| | | | | | | |
|---------------|---|--|--------|-----|------|--------|
| 50020002 2 | EMABHELENI PRIMARY SCHOOL | REFURBISHMENT AND REHABILITATION | DoPW | 0 | 0 | 80 |
| 50020035 5 | MASHESHISA PRIMARY SCHOOL | REFURBISHMENT AND REHABILITATION | DoPW | 0 | 0 | 101 |
| 50030824 7 | MAVANGANA SECONDARY SCHOOL | REFURBISHMENT AND REHABILITATION | DoPW | 148 | 0 | 0 |
| 50020335 2 | MAZONGO PRIMARY SCHOOL | UPGRADES AND ADDITIONS | DoPW | 0 | 35 | 0 |
| 50021704 2 | MPOFINI PRIMARY SCHOOL | UPGRADES AND ADDITIONS | KZNDoe | 0 | 1253 | 279,22 |
| 50022336 9 | NCAKUBANA PRIMARY SCHOOL | UPGRADES AND ADDITIONS | KZNDoe | 0 | 0 | 315 |
| 50022381 3 | NCOMANI SECONDARY SCHOOL | UPGRADES AND ADDITIONS | DoPW | 0 | 80 | 0 |
| 50023328 5 | NKWELETSHEINI PRIMARY SCHOOL | REFURBISHMENT AND REHABILITATION | DoPW | 188 | 0 | 0 |
| 50023454 3 | NOMANDLA PRIMARY SCHOOL | UPGRADES AND ADDITIONS | KZNDoe | 0 | 1914 | 265,06 |
| 50025900 0 | SAVELA PRIMARY SCHOOL | UPGRADES AND ADDITIONS | KZNDoe | 0 | 1325 | 271,5 |
| 50016446 5 | SENZAKAHLE PRIMARY SCHOOL (IXOPO) | REFURBISHMENT AND REHABILITATION | DoPW | 0 | 0 | 95 |
| 50027146 9 | SIZISIZWE SECONDARY SCHOOL | UPGRADES AND ADDITIONS | DoPW | 0 | 400 | 215 |
| 50027487 3 | SPRINGVALE PRIMARY SCHOOL | UPGRADES AND ADDITIONS | DoPW | 0 | 80 | 120 |

| | | | | | | |
|---------------|--|--|------|-----|-----|-----|
| 50027631 6 | ST MICHAELS PRIMARY SCHOOL (UMZINTO) | REFURBISHMENT AND REHABILITATION | DoPW | 0 | 0 | 102 |
| 50028667 6 | UKUTHULA SECONDARY SCHOOL | REFURBISHMENT AND REHABILITATION | DoPW | 194 | 0 | 0 |
| 50028756 4 | UMGODI PRIMARY SCHOOL | UPGRADES AND ADDITIONS | DoPW | 0 | 400 | 215 |
| 50028763 8 | UMHLABASHANA PRIMARY SCHOOL | REFURBISHMENT AND REHABILITATION | DoPW | 0 | 0 | 93 |
| 50029496 4 | WEBBSTOWN PRIMARY SCHOOL | UPGRADES AND ADDITIONS | DoPW | 0 | 96 | 308 |
| 50029855 3 | ZAMAFUTHI PRIMARY SCHOOL | REFURBISHMENT AND REHABILITATION | DoPW | 155 | 0 | 0 |
| 50030203 1 | ZWELITHULE PRIMARY SCHOOL | UPGRADES AND ADDITIONS | DoPW | 118 | 0 | 0 |

SECTION H: ENNEXURES (IDP)

| NO. | SECTOR PLAN | COMPLETED Y/N | ADOPTED Y/N |
|-----|---|------------------|----------------|
| 1 | Spatial Development Framework | Y | Y |
| 2 | Housing Sector Plan | Y | Y |
| 3 | LED Strategy | Y | Y |
| 4 | Public Participation Strategy | Y | Y |
| 5 | Fraud Prevention Strategy / Policy | Y | Y |
| 6 | Internal Audit Charter | Y | Y |
| 7 | Workplace Skills Plan | Y | Y |
| 8 | Employment Equity Plan | Y | Y |
| 9 | Human Resource Strategy and HR Plan | Y | Y |
| 10 | Risk Management Framework / Strategy / Policy | Y | Y |
| 11 | Disaster Management Plan | Y | Y |
| 12 | Service Delivery & Budget Implementation Plan | Y | Y |
| 13 | Annual Performance Report | Y | Y |
| 14 | Integrated Waste Management Plan | Y | Y |
| 15 | Indigent Policy | Y | Y |
| 16 | Operating and Maintenance Plan Roads | Y | Y |
| 17 | Credit Control & Debt Collection Policy | Y | Y |
| 18 | Policy on Ward Committee Election | Y | Y |