

- The municipality's cost coverage is 22 months with an estimated fixed cost of R7.3 million per month.

### **Indigent Policy**

Ubuhlebezwe Municipality adopted an indigent policy which seeks to address social ills within the municipality by supporting indigent households as required by legislation. The municipality offers free basic services in the form of, free basic electricity, refuse removal and exemption from payment of property rates. The municipality further budgets for social programmes that capacitate unemployed youth, persons with disabilities as well as SMME's.

The purpose of the indigent policy is to ensure:

- The provision of basic services to the community in a sustainable manner, within the financial and administrative capacity of the Council; and
- To provide procedures and guidelines for the subsidisation of basic service charges to its indigent households, using the Council's budgetary provisions received from Central Government, according to prescribed policy guidelines.

### **Criteria for indigent qualification**

In order to qualify for indigent support the following criteria must be met:

- Households where verified total gross monthly income of all occupants over 18 years of age does not exceed a total R 3 500 00 or an equivalent of two (2) state pensions.
- Subsidised services may include refuse removal and property rates.
- Only households where the account holder or property owner has applied as indigent, and whose application has been approved shall qualify for the above concessions.
- For a household to qualify for subsidies or rebates on the major service charges, the registered indigent must be the full-time occupant of the property concerned, and if not also the owner of the property concerned, may not own any other property, whether in or out of the municipal area. The property value will be assessed in line with the Municipal Property Rates. In the event of recognised polygamous customary marriages the applicant should provide property registration documents (title deed/lease agreements) for each property.
- All households that are child headed, even if they are below eighteen (18) years of age, are eligible to apply for the indigent support.
- Households must formally apply for relief on the prescribed documentation and satisfy the qualifying criteria/principles determined by the Council.
- The status of indigent is conferred for a period of not more than twelve months after which re-application must be made.

### **• Indigent Support Free Basic Services (FBS) for three years**

	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>
RATES	R 1 050 000.00	R 1 102 500.00	R 1 157 625
REBATES	R 1 365 000.00	R 1 433 250.00	R 1 504 912.50
ELECTRICITY	R 1 087 246.36	R 1 141 608.35	R 1 198 689.00
REFUSE	R 157 500.00	R 165 375.00	R 173 643.75

## Revenue Enhancement Strategy

Ubuhlebezwe Municipality developed a revenue enhancement strategy. The strategy is aimed at addressing revenue collection challenges experienced as well as enhancing revenue through exploring other avenues of revenue collection.

Municipal property development is part of the revenue enhancement strategy, which will result in an increase in property rates. A process of hiring of community hall has also been put in place. LED – financing of smme's for local economic development and job creation. These strategies are already being implemented, and this is work in progress, awaiting to see the impact it has in the next financial year.

## • DEBT MANAGEMENT

Municipal's consumer debt position for the last three years:

2016	24,580,160.00
2017	26,925,487.00
2018	27,748,652.00
2019(7 MONTHS, ENDING 31 JANUARY 2019)	34,101,775.00

It must also be noted that the municipality implemented a new valuation roll effective from 1 July 2018 which also resulted in an increase in property values thereby increasing overall debt on rates.

A huge amount of debt is sitting beyond 120 days of age.

Age analysis as at 31 January 2019:

Year End	Month End	Mun	Item	Detail	0- 30 Days	31- 60 Days	61- 90 Days	91- 120 Days	121- 150 Days	151- 180 Days	181 Days - 1 Year	Over 1 Year	Total -
2019	M07	KZN434	1100	Debtors Age Analysis By Income Source									
			1200	Trade and Other Receivables from Exchange Transactions - Water	0	0	0	0	0	0	0	0	0
			1300	Trade and Other Receivables from Exchange Transactions - Electricity	0	0	0	0	0	0	0	8,584	8,584
			1400	Receivables from Non-exchange Transactions - Property Rates	-2,330,788	1,178,792	1,141,080	1,104,869	951,145	1,001,396	4,218,475	25,222,772	32,487,741
			1500	Receivables from Exchange Transactions - Waste Water Management	0	0	0	0	0	0	0	0	0
			1600	Receivables from Exchange Transactions - Waste Management	364,130	142,593	132,265	126,088	118,100	117,629	566,346	3,174,429	4,741,580
			1700	Receivables from Exchange Transactions - Property Rental Debtors	0	0	0	0	0	0	0	61,881	61,881
			1810	Interest on Arrear Debtor Accounts	0	0	0	0	0	0	0	640,102	640,102
			1820	Recoverable unauthorised, irregular or fruitless and wasteful	0	0	0	0	0	0	0	0	0
			1900	Other	-4,810,861	40,232	25,434	25,294	21,285	25,895	177,584	657,024	-3,838,112
			2000	Total By Income Source	-6,777,520	1,361,617	1,298,780	1,256,251	1,090,530	1,144,920	4,962,405	29,764,792	34,101,775
			2100	Debtors Age Analysis By Customer Group									
			2200	Organs of State	-2,487,358	231,826	226,863	213,273	198,783	194,395	938,676	9,309,911	8,826,369
			2300	Commercial	-4,969,013	325,679	292,325	286,477	249,179	250,244	2,127,882	12,166,318	10,729,091
			2400	Households	683,106	802,501	777,980	754,889	640,957	638,675	1,895,562	8,287,008	14,540,678
			2500	Other	-4,255	1,611	1,611	1,611	1,611	1,606	286	1,555	5,639
			2600	Total By Customer Group	-6,777,520	1,361,617	1,298,780	1,256,251	1,090,530	1,144,920	4,962,405	29,764,792	34,101,775

Collection rate as at 31 January 2019 was at 79.25%

2018-2019 Collection Rate								
	MTD							YTD
	July	August	September	October	November	December	January	Total
Receipts	544,123.88	869,525.85	730,497.19	645,879.20	1,248,424.04	1,781,358.06	1,480,012.08	7,299,820.30
Rates	1,880,658.56	78,531.98	1,832,259.34	1,832,029.86	1,832,059.65	1,833,875.30	1,842,184.19	12,731,598.88
Collection Rate	28.93%	51.80%	39.87%	35.25%	68.14%	97.14%	80.34%	57.34%
Receipts	79,578.20	85,942.52	78,550.02	77,285.32	99,524.20	148,524.52	124,358.84	693,763.62
Refuse	183,543.67	182,737.64	182,737.64	182,737.64	182,737.64	182,620.54	182,737.64	1,279,852.41
Collection Rate	43.36%	47.03%	42.99%	42.29%	54.46%	81.33%	68.05%	54.21%
Receipts	31,367.08	32,663.05	22,783.02	25,159.69	35,778.79	58,602.78	45,472.11	251,826.52
Rentals	50,876.85	50,876.85	50,732.11	50,738.17	62,867.80	63,620.75	54,360.48	384,073.01
Collection Rate	61.65%	64.20%	44.91%	49.59%	56.91%	92.11%	83.65%	65.57%
Total Rec	655,069.16	988,131.42	831,830.23	748,324.21	1,383,727.03	1,988,485.36	1,649,843.03	8,245,410.44
Total Billing	2,115,079.08	1,912,146.47	2,065,729.09	2,065,505.67	2,077,665.09	2,080,116.59	2,079,282.31	14,395,524.30
Total Rate	30.97%	51.68%	40.27%	36.23%	66.60%	95.59%	79.35%	57.28%

The municipality appointed a debt collector in 2018 financial year in order to address the collection rate challenges.

#### • Supply Chain Management

The SCM Unit is fully capacitated with no vacant posts. A demand management plan is developed and is in line with the budget and SDBIP. The SCM Policy was developed and approved by council.

The SCM Policy is aligned to the MFMA, PPPF and SCM Regulations. The policy speaks to the BBBEE and does not add any other points in procuring goods and services other than the prescribed points. . There were material SCM findings reported by the office of the auditor general for the financial year ending 30 June 2018 and these finding resulted in irregular expenditure and the details are as follows:

- Less than three quotations were received on procurement below R200 000 and reasons were not recorded and approved
- Suppliers awarded without meeting minimum threshold for local production and content on protective clothing and furniture
- Bid not advertised for the required minimum period
- Procurement process was not followed where monies were deposited directly to the personal account of an employee to do procurement.

All deviations were reported to council.

#### Alignment between Procurement Plan and SDBIP

The Municipal SDBIP and Procurement Plan are developed at the same time and approved by Council concurrently, to ensure alignment of the two documents. The performance plan is then monitored by SCM and reported on monthly to the Finance Committee, and thereafter to Council.

Municipal Departments and Council are then able to detect challenges early and find ways to overcome them. Quartely reporting in the SDBIP also reflects budget expenditure, which is also a detection method on expenditure and performance.

**Challenges in the Unit:**

- Lack of response to adverts by service providers for projects that must be implemented.
- Lack of responses to Quotations for the provision of services
- Location of the Municipality is far from bigger towns where goods and services are easily available.
- Lack of adequate skills within the locality for specialized services.

**Functionality of Bid Committees:**

Bid Committees are functional, the Municipal has functional Bid Specificatio, Bid Evaluation and Bid Adjudication committees. The timeframes for the sitting of these committees is dependent on the procurement plan which contain dates for when projects should commence.

Five days after tender closing, the Bid Evaluation sits, minutes of this meeting are then submitted to the Bid Adjudication Committee and to the Accounting Officer for appointment.

**Bid Processing:**

- 120 days turnaround time for Bids of R200 000+ to be finalized from the closing date of tender.
- 60 days turnaround time for Bids of R30 000 to R199 999 to be finalized from the closing date of tender
- 6 days turnaround time for Quotations less than R30 000 to be finalized from the closing date of the quotation.

**• Budget and Treasury Office and the Preparation of Annual Financial Statements**

Budgeting and the preparation of annual financial statements are both done in-house with no use of consultants. Key personnel posts at BTO are filled. The staff turnover rate is largely on the junior posts which are filled within a month after resignation.

<b>FINANCIAL VIABILITY:</b>			
		<b>Financial Year 2016/17</b>	<b>Financial Year 2017/18</b>
<b>Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)</b>	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	$\frac{118,300,602 - 4,103,312}{8,004,144}$ = 14.27 months	$\frac{102,395,778 - 1,163,515}{806,960}$ =12.5 months
<b>Current Ratio</b>	Current Assets / Current Liabilities	$\frac{135,186,064}{30,379,225}$ = 4.45	$\frac{151,094,536}{33,856,749}$ =4.46
<b>Capital Expenditure to Total Expenditure</b>	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) × 100	$\frac{121,533,527}{178,716,754}$ = 68%	$\frac{38,020,020}{177,000,136}$ =21.48%
<b>Net Debtors Days</b>	((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) × 365	$\frac{31,618,229 - 17,639,565}{14,848,248}$ = 94 days	$\frac{27,748,652 - 4,477,729}{16,168,011.85}$ =143 days
<b>Collection Rate</b>	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100	$\frac{43,887,677 - 31,618,229}{14,848,248}$ = 83%	$\frac{43,916,663.85 - 31,618,229}{16,168,011.85}$ =76.06%
<b>Remuneration as % of Total Operating Expenditure</b>	Remuneration (Employee Related Costs and Councillor's Remuneration) /Total Operating Expenditure x100	$\frac{52,842,444 + 8,378,802}{121,533,527}$ = 50%	$\frac{64,049,416}{138,980,116}$ =46.08%

## Financial Plan:

### **PURPOSE**

- The purpose of this document is to outline the comprehensive multi-year financial plan that will ensure long-term financial sustainability for the municipality.
- A multi-year financial plan is essential to ensure that the municipality continues to implement its mandate effectively without impairing its capital base. It will also enable the municipality to move towards self-sufficiency in meeting the growing demands of service delivery.

### **BACKGROUND**

- A financial plan is prepared for a period of at least three years, however it is preferred that it should be for over a period of five or more years
- A multi-year financial plan is prepared to ensure financial sustainability of the municipality, paying particular attention to the municipality's infrastructure requirements.
- It is also an important component of the municipality's Integrated Development Plan.
- A prudent multi-year financial plan identifies and prioritizes expected needs based on the municipality's Five-year Integrated Development Plan and details estimated amounts of funding from various sources
- The multi-year financial plan will also ensure that the municipality has greater financial health and sustainability, making it easier to collaborate on projects with other levels of government and various public and private stakeholders. This will further enhance the ability of the municipality to have access to more financing, funding and grants.

### **FINANCIAL OVERVIEW OVER 3 YEARS**

Own revenue which is property rates and service charges is expected to increase as follows: 2018/19 R17,630,000, 2019/20 to R18,547,000 and for 2020/21 R 19 511 000. This is attributed to the revenue enhancement strategy that the municipality has put in place.

The municipality is growing and as such, service delivery costs will be increasing. The municipality currently has no vacant funded posts and is intending on filling all the proposed posts, so that it can effectively affect service delivery to the community. We anticipate general expenses to increase as follows: R 83 463 000 for 2018/19, R87 803 000 for 2019/20 and R 92 369 000 for 2020/21.

The table below presents the three year municipal budget

	2019/20 R amount	2020/21 R amount	2021/22 R amount
<b>OPERATING BUDGET</b>			
<b>REVENUE</b>			
Equitable Share	110,309,000	117,050,000.00	124,463,000.00
Own Revenue(Property rates, Service charges)	25 123 060.31	26 379 216	27 698 173
Other	20 559 074.90	21 587 028.64	22 666 380.07
<b>TOTAL REVENUE</b>	<b>155 991 135.21</b>	<b>165 016 244.64</b>	<b>174 827 553.07</b>
<b>CONDITIONAL GRANT BUDGET</b>			
EPWP	1 793 000.00	0	0
FINANCIAL MANAGEMENT GRANT	1,970,000.00	1,970,000.00	1,970,000.00
LIBRARY GRANT	613 000.00	613 000.00	644 000.00
ELECTRIFICATION (DOE)	13 000.00	13 000.00	24 000.00
MIG	26 917 000.00	28 240 000.00	30 143 000.00
LIBRARY GRANT ( CYBER )	197 000	197 000	202 000
<b>TOTAL CONDITIONAL GRANTS INCOME</b>	<b>46,809,000</b>	<b>44,697,000</b>	<b>43,056,000</b>
<b>TOTAL REVENUE</b>	<b>31 503 000.00</b>	<b>31 033 000.00</b>	<b>31 983 000.00</b>
<b>EXPENDITURE</b>			
General Expenses	87 636 150	92 017 957.75	96 618 855.75
Salaries	83 427 750	87 599 137	91 979 094.75
Repairs and maintenance	6 931 050	7 277 602.50	7 641 482.62
<b>TOTAL EXPENDITURE</b>	<b>177 994 950</b>	<b>186 894 697.50</b>	<b>196 239 432.37</b>
<b>SURPLUS</b>	<b>9 499 185.21</b>	<b>9 154 547.14</b>	<b>10 571 120.70</b>
<b>CAPITAL BUDGET</b>			
MIG	26 917 000.00	28 240 000.00	30 143 000.00
OTHER CAPITAL BUDGET	63 038 880.00	66 190 824.00	69 500 365.20
<b>TOTAL CAPITAL</b>	<b>89,955,880</b>	<b>88 430 824</b>	<b>99 643 365.20</b>

## **FINANCIAL STRATEGY FRAMEWORK**

- Ubuhlebezwe Municipality is a developing and growing municipality striving for service delivery excellence. Therefore many challenges are faced with regards to financial planning and are ever changing due to the dynamic setting of local government
- The priority for the municipality, from the financial perspective is to ensure viability and sustainability of the municipality. The multi-year financial plan and related strategies will therefore need to address a number of key areas in order to achieve this priority. These strategies are detailed below:

### **Revenue Enhancement Strategy**

- To seek alternative sources of funding;
- Expand income base through implementation of new valuation roll;
- The ability of the community to pay for services;
- Identification and pursuance of government grants;
- Tightening credit control measures and debt collection targets;
- Improve customer relations and promote a culture of payment;
- Realistic revenue estimates;
- The impact of inflation, the municipal cost index and other cost increases; and
- The creation of an environment which enhances growth, development and service delivery.

### **Asset Management Strategy**

- *The implementation of a GRAP compliant asset management system;*
- *Adequate budget provision for asset maintenance over their economic lifespan;*
- Maintenance of asset according to an infrastructural asset maintenance plan;
- Maintain a system of internal control of assets to safeguard assets; and
- Ensure all assets owned and/or controlled except specific exclusions are covered by insurance.

### **Financial Management Strategies**

- To maintain an effective system of expenditure control including procedures for the approval, authorization, withdrawal and payment of funds;
- Preparation of the risk register and application of risk control;
- Implement controls, procedures, policies and by-laws to regulate fair, just and transparent transactions;
- Training and development of senior financial staff to comply with prescribed minimum competency levels;
- Implement GRAP standards as gazette by National Treasury; and
- Prepare annual financial statements timeously and review performance and achievements for past financial years.

### **Operational Financing Strategies**

- Effective cash flow management to ensure continuous, sufficient and sustainable cash position;
- Enhance budgetary controls and financial reporting;
- Direct available financial resources towards meeting the projects as identified in the IDP; and



- To improve Supply Chain Management processes in line with regulations.

### **Capital Financing Strategies**

- Ensure service delivery needs are in line with multi-year financial plan;
- Careful consideration/prioritization on utilizing available resources in line with the IDP;
- Analyse feasibility and impact on operating budget before capital projects are approved;
- Determine affordable limits for borrowing;
- Source external funding in accordance with affordability;
- Improve capital budget spending; and
- Maximizing of infrastructural development through the utilisation of all available resource.

### **Cost-Effective Strategy**

- Invest surplus cash not immediately required at the best available rates;
- Restrict capital and operating expenditure increases in relation to the inflation rate taking into consideration the macro economic growth limit guideline and municipal cost increases.
- To remain as far as possible within the following selected key budget assumptions:
- Provision of bad debts of at least 20%;
- Overall cost escalation to be linked to the average inflation rate;
- Tariff increases to be in line with inflation plus municipal growth except when regulated;
- Maintenance of assets of at least 6% of total operating expenditure;
- Capital cost to be in line with the acceptable norm of 18%;
- Outstanding external debt not to be more than 50% of total operating revenue less government grants; and
- Utilisation of Equitable Share for indigent support through Free Basic Services

### **Measurable Performance Objectives for Revenue**

- To maintain the debtors to revenue ratio below 10%;
- To maintain a debtors payment rate of above 85%;
- To ensure that the debtors return remain under 60 days; and
- To keep the capital cost on the Operating Budget less than 18%.

### **Financial Management Policies**

The purpose of financial policies is to provide a sound environment to manage the financial affairs of the municipality. The following are key budget related policies:

**Tariff Policy** – the policy prescribes the procedures for calculating tariffs. This policy is required in terms of Section 74 of the Local Government Municipal System Act, Act 32 of 2000;

**Rates Policy** – a policy required by the Municipal Property Rates Act, Act 6 of 2004. This policy provides the framework for the determination of rates;

**Indigent Support Policy** – to provide access to and regulate free basic services to all indigents;

**Budget Policy** – this policy set out the principles which must be followed in preparing a Medium-Term Revenue and Expenditure Framework Budget. It further ensures that the budget reflects the strategic outcomes embodied in the IDP and related strategic policies.

**Asset Management Policy** – the objective of the policy is to prescribe the accounting and administrative procedures relating to property, plant and equipment;

**Accounting Policy** – the policy prescribes the basis of presentation of the Annual Financial Statements in accordance with the Generally Recognized Accounting Practices and Accounting Standards;

**Supply Chain Management Policy** – this policy is developed in terms of Section 11 of the Municipal Finance Management Act, Act 56 of 2003. The principles of this policy is to give effect to a fair, equitable, transparent, competitive and cost effective system for the procuring of goods and services, disposing of goods and selecting of contractors in the provision of municipal services

**Subsistence and Travel Policy** – this policy regulates the reimbursement of travelling and subsistence cost to officials and councillors attending official business

**Credit Control and Debt Collection Policy** – this policy provides for credit and debt collection procedures and mechanisms to ensure that all consumers pay for the services that are supplied.

**Investment and Cash Management Policy** – this policy was compiled in accordance with the Municipal Investment Regulation R308 and ensures that cash resources are managed in the most efficient and effective manner possible.

**Short-term Insurance Policy** – the objective of the policy is to ensure the safeguarding of Council's assets

- **REVENUE FRAMEWORK**

In order to serve the community and to render the services needed, revenue generation is fundamental to financial sustainability of every municipality.

The reality is that we are faced with developmental backlogs and poverty, challenging our revenue generation capacity. The requests always exceed the available funds. This becomes more obvious when compiling the municipality's annual budget.

Municipalities must table a balanced and more credible budget, based on realistic estimation of revenue that is consistent with their budgetary resources and collection experience.

The revenue strategy is a function of key components such as:

- Growth in town and economic development;
- Revenue enhancement;
- Achievement of above 90% annualized collection rate for consumer revenue;
- National Treasury guidelines;
- Approval of full cost recovery of specific department;
- Determining tariff escalation rate by establishing/calculating revenue requirement; and
- Ensuring ability to extent new services and recovering of costs thereof

The South African economy is slowly recovering from the economic downturn and it will still take some time for municipal revenues to increase through local economic growth.

- **GRANT FUNDING**

- The Division of Revenue Act contains allocations from National and Provincial, which allocations are recognized as government grants and factored as follows over the medium term:

- The Equitable share allocation to the local sphere of government is an important supplement to existing municipal revenue and takes account of the fiscal capacity, fiscal efficiency, developmental needs, extent of poverty and backlogs in municipalities.
- Municipal Infrastructure Grant allocation which caters for the infrastructure backlogs within Ubuhlebezwe Municipality.
- Municipal Systems improvement Grant allocation which caters for the improvement in Municipal Systems and ensuring that issues of public participation are adhered to as legislated
- Other Provincial, COGTA and any other grants in kind allocations which cater for specific projects for that particular year.

#### • **TARIFF SETTING**

- Ubuhlebezwe Municipality derives its revenue from the provision of services such as property rates and refuse removal. A considerable portion of the revenue is also derived from grants by national governments as well as other minor charges such as traffic fines, interests from investments and rentals.
- As in the past, increase cost primarily driven by the Consumer Price Index (CPIX), dictates an increase in the tariffs charged to the consumers and the ratepayers. It therefore follows that all the tariffs will have to be increased by a percentage in line with the forecasted CPIX estimated at estimated 6.3 for 2016/2017, 5.4% for 2017/18 and 5.2% 2018/19.
- It is realised that the ability of the community to pay for services rendered is also under tremendous pressure and that the economic outlook for the near future require everybody to make sacrifices.

#### • **DEBTORS**

- Debtors with the age of ninety days (90) plus, constitute 123% of the total debtors book as at 30 June 2018.
- The debtor's book constitutes 13% of the total municipal budgeted revenue.

Collection rate was 73% in the 2014/15 financial year, 63% in the 2015/16 financial year, 71% in the 2016/17 financial year and 58.84% at 31 January 2019.

- **AUDIT OPINIONS**

YEAR	AUDIT OPINION
2011/2012	Unqualified Audit Opinion
2012/2013	Clean Audit
2013/2014	Clean Audit
2014/2015	Clean Audit
2015/2016	Clean Audit
2016/2017	Unqualified Audit Opinion
2017/2018	Qualified Audit Opinion

- **Skills Shortage at BTO:**

Skills Shortage in the Budget and Treasury Office is in the Revenue Collection Unit, which limits the Municipality's ability to generate its own revenue. The Municipality has engaged the services of a debt collector to assist with revenue collection.

- **Use of Consultants:**

Ubuhlebezwe always tries to limit the use of Consultants, primarily for financial preservation but also to capacitate our internal staff, by giving them the opportunity to do the work themselves.

- **Municipal Assets and Infrastructure**

The municipality adopted an assets management policy which addresses accounting, safekeeping and maintenance of municipal assets. Furthermore the municipality develops a maintenance plan every year which emanates from the annual asset conditional assessment as prescribed by GRAP. The municipality furthermore keeps an updated asset register for all municipal assets, which is reconciled monthly. The assets register addresses, costs, depreciation, acquisitions and disposed assets. Assets are only disposed through a council resolution and through a public auction.

- **Repairs and Maintenance**

The budget for Repairs and maintenance for the year 2017-2018 is R4 186 000. The amount is 5% of the total capital budget. The municipality is aware of the norm which is 8%, however the resources are limited. In order to increase the percentage of repairs and maintenance, the municipality does not outsource repairs and maintenance. Furthermore the municipality has budgeted for plant so as to reduce the costs of plant hire. Effectively, the cost of repairs would at least be close to the 8% norm due to cost cutting measures and alienating third parties.

Financial Year	Actual Budget Spent
20016-17	2,355,891.00
2017-18	3,383,404.00
2018-19 (7 Months, ending 31 January 2019)	1,973,652.33

#### • Maintenance Plan

An Asset Maintenance Plan was prepared for the following types of Infrastructure Assets:

##### • Municipal Roads

(i) Sealed Roads

(ii) Unsealed (Gravel) Roads

##### • Municipal Buildings and Community Facilities

(i) Office Buildings

(ii) Halls

(iii) Sport-fields

#### • Financial Ratios

The municipality has cost coverage of 14 months, as at 31 January 2019, which is calculated as follows:

**Cash and cash equivalents** = R 155 991 135.21

**Unspent Grants** = R 1 163 515

**Fixed monthly costs** = R 806 960

**The ratio therefore is 79.16:1**

#### • Loans / borrowings and grant dependency

The municipality is still grant dependent.

Total Budgeted Revenue R 187 494 135.21

Total own Revenue R 45 682 135.21

Total Grants Revenue R 141 812 000.00

**Grant dependency is at 75 %**

- The municipality does not have borrowings. The municipality has not yet received a report from the bankers on its credit worthiness.

• Expenditure Management

Financial Year	2015/16	2016/17	2017/18 ( As 31 January 2018 )
<b>Budget</b>	21,959,000.00	45,858,000.00	31,520,668.00
<b>Actual</b>	23,483,688.00	23,003,547.00	16,237,537.10
<b>% Spent</b>			52%

CHALLENGES EXPERIENCED AT BTO:

## Challenges and Interventions

CHALLENGES	INTERVENTION
<b>Lack of funds</b>	Revenue enhancement strategies
<b>Budget implications associated with establishment of SCM and Budget and Treasury Unit requiring skilled expertise</b>	Established the SCM unit and the budget office
<b>Enhancement of own revenue sources</b>	<ul style="list-style-type: none"> <li>• Data cleansing and verification process coupled with the implementation of the new system to improve the municipality's revenue management</li> <li>• Revenue Enhancement Strategy</li> </ul>
<b>Changes in the reporting formats and municipal accounting standards requiring financial systems and implementation thereto.</b>	<ul style="list-style-type: none"> <li>• Compliance reports have been submitted to the provincial treasury and full compliance with the MFMA</li> <li>• AFS have been submitted to AG</li> </ul>

Municipal Financial Viability and management SWOT Analysis

STRENGTHS:	WEAKNESSES:
☐ Budget & Assessment Management unit	☐ Delays in SCM processes
☐ SCM Unit	
☐ Asset Management Unit	
☐ Expenditure Unit	
OPPORTUNITIES:	THREATS:
☐ Grants received	☐ Changing reporting formats
☐ Equitable share	☐ Low revenue collection rate
	☐ Incorrect billings
	☐ Skills shortage
	☐ ICT challenges (financial systems)

## Good Governance and Public Participation

- **Batho Pele Policy alignment with the municipal policies**

The Batho Pele Policy, Service Delivery Charter and Standards, Service Delivery Improvement Plans were adopted by Council in December 2018. At a staff meeting of December 2018, all staff members were workshopped on the Policy, in order for them to understand their role in the implementation of Batho Pele

The Service Charter and Standards have been printed and are distributed to our community members so that they can always be aware of the type of service they should be receiving and what processes to follow if that service is not rendered efficiently. The Batho Pele principles are displayed around the Municipality and have been workshopped with staff members at a Staff meeting of December 2018.

- **Operation Sukuma Sakhe (OSS)**

OSS structures are functional which assist in the integrated approach for interventions and services. All programmes and projects are discussed and prioritized in the OSS structures.

### **OPERATION SUKUMA SAKHE**

*“Operation Sukuma Sakhe is provincial programme that was founded on the premises of taking government to the people in a coordinated manner”*

The primary clients of Operation Sukuma Sakhe are the most vulnerable groups within the households and in communities such as women, children, youth and people with disabilities, that is why Operation Sukuma Sakhe is a driving force of the entire programmes aimed at servicing the need of the vulnerable groups. All government Departments, local municipality, Business, Civil society, NGO, CBO, FBO and community members are mobilized to contribute to service delivery in an integrated manner through operating within the warrooms.

All the needs identified within these vulnerable groups are presented to the warrooms, and then the warrooms refers them directly to the relevant Departments for immediate response.

*“A warroom refers to a physical space where coordinating task team at ward level provides a direct link to the community coordinates profiling and integrates service delivery.”*

Ubuhlebezwe Municipality has launched warrooms in all 14 wards that are currently functional, for instance most warrooms are branded, furnished and have signages to direct communities.

## LOCAL STRUCTURE

Name	Position	Contact number
Mayor ZD Nxumalo	LTT Chairperson	0834643726
Ntokozo Mkhize	LLT. Coordinator	0837789066
Zamahlubi Radebe	LTT Secretariat	0796109992



Malusi Phungula	Ward 1 – Coordinator	0837783003
Namhla Ntabeni	Ward 2 – Coordinator	0837786171
Nondabuko Chiliza	Ward 3 – Coordinator	0786725647
Thandiwe Mkhize	Ward 4 – Coordinator	0744697346
Zazi Ngcobo	Ward 5 – Coordinator	0832537944
Thembeka Mkhize	Ward 6 – Coordinator	0837780041
	Ward 7 – Coordinator	
Dudu Makhanya	Ward 8 – Coordinator	0837780943
Gcinabahle Dlamini	Ward 9 – Coordinator	0782425545
Siphelele Gumede	Ward 10 – Coordinator	0825969332
	Ward 11 – Coordinator	
Khulekani Radebe	Ward 12 – Coordinator	0832011973

Name	Position	Contact number
Fikile Khanyile	Manager - SASSA	0839925017
Amangile Ncapayi	Comm. Safety and Liaison	0605201248
Gerry Engelbrech	Dept. Human Settlement	0823756828
Also Cwele	KZN DARD	0829219546
PB Ngcobo	DSD	078 011 5301
Mlotshwa	DOH	

X. Maphumulo	DOHA	0794919330
Sbonelo Ndlovu	Woza Moya – NGO	0738976249
Khuthutshelo Maiwashe	Beyond Zero	0791057819
Zama Mngadi	World Vision	0829737770
Catherine Ntanjana	Izindlondlo Traditional Healers	084 3045165
Simphiwe Zondi	Gender Based Violence Sisonke Cares	083 7195438
PR. Cllr TC Dlamini	Ward 12	072 017 0690
Cllr B.M Khuboni	Ward 1 Councillor	0795021881
Cllr. M.C Nkontwana	Ward 2 Councillor	0839772468
Cllr MC Ndlovu	Ward 3 Councillor	079 969 6977
Cllr Z.M Shabalala	Ward 4 Councillor	0826463934
Cllr N.G Radebe	Ward 5 Councillor	0729681352
Cllr T.T Mkhize	Ward 6 Councillor	0837780041
Cllr B.R Nduli	Ward 7 Councillor	0782064033
Cllr P.B Mpungose	Ward 8 Councillor	0828612714
Cllr NM Mdunge	Ward 9 Councillor	0788653521
Cllr V.C Mkhize	Ward 10 Councillor	0732322870
Cllr P. Ndlovu	Ward 11 Councillor	0763815271
Cllr. N.Z Jili	Ward 12 Councilor	0839933899

Cllr. T.B Nxumalo	Ward 13 Councilor	0839802902
Cllr. S.P Maluleka	Ward 14 Councilor	0785856837
Zama Mpangeva	Secretariat	0796109992

## NUMBER OF WARDS IN THIS LOCAL MUNICIPALITY

Convener	Ward	Contact numbers
Malusi Phungula	Ward 1	0837783003
Namhla Ntabeni	Ward 2	0837786171
Nondabuko Chiliza	Ward 3	0786725647
Thandiwe Mkhize	Ward 4	0744697346
Zazi Ngcobo	Ward 5	0832537944
Thembeke Mkhize	Ward 6	0837780041
Nonhlanhla Jili	Ward 7	079 710 4817
Dudu Makhanya	Ward 8	0837780943
Gcinabahle Dlamini	Ward 9	0782425545
Siphelele Gumede	Ward 10	0825969332
Lihle Khuboni	Ward 11	0769378279
Khulekani Radebe	Ward 12	0832011973

NUMBER OF WAR ROOMS ESTABLISHED IN THIS LOCAL MUNICIPALITY

TOTAL NO. OF WARDS:	FULLY FUNCTIONAL	FUNCTIONAL	POORLY FUNCTIONAL	NOT FUNCTIONAL
1,2,3,4,5,6,7,8,9,10,11,12,13,14		1,2,3,4,5,6,7,8,10,11,12,13,14	9	

- **Inter governmental relations (IGR)**

In terms of the Municipal Systems Act No. 32 of 2000, all municipalities should exercise their executive and legislative authority within the constitutional system of co-operative governance in the Constitution S41.

Ubuhlebezwe is one of the five (5) municipalities within Harry Gwala District Municipality. There are five (5) portfolios which sit quarterly and coordinated by the Sisonke District. There are also Mayoral and Municipal Manager's Forums that sit on a regular basis. The municipality also participates in the provincial structure where Municipal Heads gets invited to and various presentations are made in relation to municipal activities, such as Back to Basics.

The Mayor and Municipal Manager participate in the MuniMec, Premier's Coordinating Forum, Provincial Municipal Manager's Forum. The Municipal Manager is the strategic head of IGR, assisted by the Communications Officer of operational duties.

Our Directors and Managers are also part of the various District Forums such as the CFO's Forum, LED Forum and Planners Forums. We also as Ubuhlebezwe host the IDP Representative Forums wherein all sector departments are invited to present and discuss their plan.

PORTOLIO	CHAIRPERSON	MUNICIPALITY THE CHAIRPERSON IS COMING FROM
Social Development, Youth and Special Programmes	Mr GM Sineke	Ubuhlebezwe Municipality
Communication AND Finance and Economic Development	Mr NC Vezi	Dr Nkosazana Dlamini Zuma Municipality
Planning	Mr Mapholoba	Greater Kokstad Municipality
Infrastructure Planning and Development	Mr ZS Sikhosana	Umkhanyakude Municipality

**Table 47: IGR**

- **Back to Basics**

Ubuhlebezwe Municipality is actively participating in the back to basics programme since its implementation. Quarterly and monthly reports are prepared and submitted to the Department of Cooperative Governance and Traditional Affairs. Progress meetings coordinated by the Provincial department are attended. The municipality has received an Award on this program which shows that indeed the backs to Basics pillars are being adhered to. Where support is required, the department has prepared a support plan which was adopted by Council in November 2016. Progress is being monitored closely and included in the organizational performance plan.

- **The functionality of Ward Committees**

Ubuhlebezwe Municipality reviewed a Policy on Ward Committee Election and Operation with an aim of establishing its ward committees. The election model adopted in Ubuhlebezwe is a sectorial representation model.

In Ubuhlebezwe Municipality ward committees establishment process was rolled - out from the 7th till the 26th November 2016. The official launch of the ward committee structures took place on the 28th of November 2016. The established process in Ubuhlebezwe has been conducted in compliance with pieces of legislation that makes legal provisions for the elections and operations of ward committees which are;

- Sections 72 to 78 of the Structures Act,
- Chapter 4 of the Municipal Systems Act 32 of 2000
- The Constitution of the republic of South Africa
- An adopted Policy in Ward Committee Election and Operation.

Ward Committees functionality assessment in Ubuhlebezwe is conducted on quarterly bases. The assessment is done as per criteria proposed by the National Cogta Public Participation Unit, which is aimed at improving; sustaining and monitoring ward committee functionality. The criterion focuses on six functionality indicators namely:

- Number of ward committee meetings held
- Number of meetings chaired by War Councillor
- Percentage of attendance
- Number of community meetings held
- Number of sectorial reports submitted
- Number of ward reports submitted to the municipality

#### **IDP Steering Committee:**

IDP/ Budget Steering committee is being formed through our Budget and Treasury Office to be Chaired by the CFO and the Budgeting and Reporting Mangager. Currently the IDP Representative Forum is used as the steering committee.

- **Involvement of Amakhosi within the municipality**

Amakhosi also form part of Council and have been allocated to Portfolio Committees as per the recommendation made by the MEC for Co-operative Governance and Traditional Affairs.

- **Council**

The Speaker is the Chairperson of the municipal council she makes sure that the council adheres to the code of conduct and standing rules of order. The Speaker presides over the meetings of council and ensures that council meets quarterly. The office of the speaker monitors the functionality of the ward Committees as per yardstick prescribed by Cogta. The Office launched the Ward Committees as it is through these committees as structures to enhance participatory democracy. Ward committee's seats quarterly as per Ubuhlebezwe schedule of meetings adopted by council. The speaker oversees to the capacity building of ward committees.

The Council (headed by the Speaker) together with the Executive Committee (chaired by the Mayor) are the 2 decisive structure within the organisation and have 3 (three) portfolio Committees reporting thereto. Portfolio Committees, chaired by Exco members are aligned to the core functions of the existing departments, namely the Social Development; the Administration and Human Resources; and the Infrastructure, Planning and Development Committees. The Finance Committee also formulated by Council is chaired by the Mayor and deals with financial

management issues focusing on compliance reporting, budgeting, income and expenditure, systems and procedures, revenue enhancement etc.

Additionally to that is the Audit and the Oversight/ MPAC Committee reporting directly to Council and the sub-committee, the Local Labour Forum reporting to the AHR Portfolio Committee.

The mentioned committees provide structural reporting to various levels to ensure extensive interrogation before such is tabled before council or Exco and also to ensure proper monitoring and oversight over the performance of departments.

- **COUNCILLORS**

Political governance within Ubuhlebezwe Municipality is comprised of 27 (twenty seven) Councillors with 14 of such being Ward Councillors and the remaining being PR Councillors with affiliated parties being the ANC, IFP, EFF and DA; with the majority being that of the ANC.

- **POLITICAL DECISION TAKING**

Decisions are taken through Committee meetings where reports with recommendations are prepared and tabled by relevant Heads of Departments, and decisions are made and endorsed by majority of members present which is 50% +1. The decisions taken are captured in a decision Circular circulated to all Departments immediately after the sitting of the meeting, and it is the responsibility of the Risk and Compliance Officer and Internal Audit Unit to ensure that those decisions are implemented.

- **ADMINISTRATIVE GOVERNANCE**

The Municipal Manager as the accounting officer is the administrative head responsible for the implementation of organisational goals in line with the national key performance areas namely, Municipal Transformation and Organizational goals; Basic Service Delivery; Local Economic Development; Municipal Financial Viability and Management; and lastly Good Governance and Public Participation.

The Municipal Manager provides leadership and direction through effective strategies, in order to fulfill the objectives of local government which are provided for in the Constitution of the Republic of South Africa, and any other legislative framework that governs local government.

At Ubuhlebezwe Municipality we uphold the values of integrity and honesty, promoting a culture of collegiality throughout the municipality by delegating duties and rewarding excellence. We also strongly adhere to the Employment Equity policies and ensure that our staff complement has a fair representation in gender and race.

- **COMMITTEES AND COMMITTEE PURPOSES**

The Ubuhlebezwe Municipality is supported by a Committee System, with Portfolio Committees.

The Municipality has multi-party Portfolio Committees, being, the Administration, Human Resources and Finance; Community and Social Development; Planning and Infrastructure Committees. The aforementioned committees assist the Executive Committee in policy development and monitoring to accelerate service delivery, as well as the oversight of strategic programmes and projects.

<b>Committees (other than Exco) and Purposes of Committees</b>	
<b>Municipal Committees</b>	<b>Purpose of the Committee</b>
Administration, Human Resources and Finance	The Administration, Finance and Human Resources Portfolio Committee's function is to oversee the Administration, Communications and Information Technology; Finance and Budgeting; and all human resources related issues.
Community and Social Development	The Community and Social Development Committee oversees all general community services e.g. Protection Services i.e. Safety and Security as well as other municipal services e.g. Education, Health, Welfare and Social services, Sports and Recreation, Heritage etc
Planning and Infrastructure	The Planning and Infrastructure Committee oversees the following components Planning and Building Control, Housing and Infrastructure.
Municipal Public Accounts Committee (MPAC)	The Municipal Public Accounts Committee was established and fully functional. The Committee meetings are held on a quarterly basis. The National Treasury guideline for establishment of Municipal public Accounts Committees (MPAC) states that, MPAC must develop its work programme annually and link such programme to the overall planning cycle of Council and conclude with the evaluation of the annual report and recommendations to Council when adopting Oversight Report on the Annual Report. The committee has evaluated the Annual Report for the 2014/2015 financial year during February 2016.
MANCO	MANCO is the committee comprising of all HOD's, Chaired by the Municipal Manager. MANCO meetings are held weekly.

**Table 48: Committees (other than Exco) and Purposes of Committees**

### **A Council adopted Public Participation Strategy**

Ubuhlebezwe Municipality took an initiative to develop and adopted the Public Participation Strategy with implementation Plan in 2008, whilst the Public Participation Policy has been reviewed and adopted by Council in October 2018.

The optimistic aim of developing the community Participation Strategy in Ubuhlebezwe was to change the situation in as far as enhancing community participation in the municipal area. The rationale behind uBuhlebezwe Municipality



putting community participation on its strategic and operational agenda is because Section 152 (1) (e) of the Constitution of the Republic of South Africa states that one of the objectives of local government is to encourage the involvement of communities and community organizations in the matters of local government. The implementation plan incorporated in the strategy has been reviewed in 2018/2019 financial year to match the current situation.

## **Communication Strategy**

Ubuhlebezwe Municipal has an adopted Communications Strategy, this communication strategy is a critical element to building local government long term sustainability. It is only through communication that customer and municipal expectations can be clearly articulated and understood by all relevant parties. Communication is a two-way process and involves community participation, which is enshrined in our constitution and municipal systems act. The communication process should facilitate alignment between municipal goals and community expectations. Furthermore, is also only through communication that the relationship between the municipality and its customer can be enhanced. Effective communication is a process of conveying the right message to the right person or people in the right manner and at the right time. Relevant communication media could be in a form of the following:

### **Internal staff Workshops/dialog**

Conducting internal staff workshops to obtain ideas and mechanisms that would be assisting in improving revenue collection could be a starting point towards a successful revenue enhancement strategy. Workshops are important forms of communication when properly facilitated and managed. They allow for challenge and discussion and, if well attended and properly promoted, are able to stimulate awareness quickly and cost-effectively.

### **Radio**

Radio is ubiquitous and yet it is personal; this is its great strength. However, unless there is a popular local radio station aimed at a local listenership, its use will be very limited, as radio is best suited for more general communication at regional, provincial, and national levels.

### **Community theatre**

The use of drama to confront and offer solutions to social problems and to motivate changing attitudes and patterns of behavior community theatre is used as a communication tool for popular education, community organisation, and development. Effective community drama with an element of comic as a communication medium could proof to be entertaining, yet successful.

### **Audiovisual/video presentations on bill boards**

Audiovisuals are a powerful form of communication, since they are made up of a sequel of pictures arranged in logical order that are reinforced by a supportive text and appropriate music and sound effects. Audiovisual communications provides a relatively inexpensive way of communicating with large audiences, the message is

consistent, and presentation does not depend on a high level of skill. Audiovisual presentations can be made using either photographic transparencies or digital images. Their principal advantage is the dynamic support they can offer to a multimedia communication programme.

### **Pamphlets**

Pamphlets have the advantage of being relatively inexpensive to produce and easy to distribute.

Pamphlet should have little copy and maximum use should be made of graphics and illustrations. Therefore, for pamphlets to be effective, the reader should have some prior knowledge or a felt need for knowledge on the subject. In view of the complex perceptions people have toward water management, conservation, delivery, and payment, it is recommended that this communication medium be used only once a reasonably high level of awareness of the issues involved has been attained. Pamphlets would then provide an appropriate medium for reinforcing positive messages and for supplementing knowledge where certain identifiable gaps may exist.

### **Posters**

The ideal use of posters is to remind people of something that they already know, or to heighten their interest in something about which they have some knowledge. Therefore, use of posters to effect behavior change should be restricted to reinforcing what is already known.

### **Public meetings**

Public meetings are best suited for disseminating information, in other words for providing one-way communication and they therefore fulfill a very limited role in development communications, which require a free two-way flow of information. Other limitations include the following.

- ☐ Public meetings are easily 'hijacked' by dissident elements.
- ☐ Public meetings allow for limited debate only and can easily get out of hand.
- ☐ Divergent views may not be expressed because people are often reluctant to voice their concerns or their views in public for fear of criticism or ostracism.
- ☐ Many people do not like or are too shy to speak in public and so their views are never aired.
- ☐ Public meetings are largely impersonal and therefore it is difficult to ensure personal commitment to any particular course of action.

## **• Performance Management System**

The municipality has developed a comprehensive performance management system in accordance with Chapter 6 of the Municipal Systems Act of 2000 Planning and Performance Regulations of 2001. The Municipality has a Performance Management Framework and the organisational scorecard (more details in Section H). This framework set out:

- The requirements that the UBuhlebezwe Municipality's OPMS will need to fulfil,
- The principles that must inform its development and subsequent implementation,
- The preferred performance management model of the Municipality,
- The process by which the system will work,

- The delegation of responsibilities for different roles in the process and
- A plan for the implementation of the system.

All Section 54 and 56 managers have signed their Employment Contracts as well as Performance Agreements.

- **Internal Audit**

The Internal Audit Activity (IAA) is in place and fully functional. The Municipality appointed the Manager: Internal Audit in December 2018, currently, the unit comprises of two Internal Auditors, Risk and Compliance Officer and a vacant position for an Internal Audit Trainee. The Internal Audit Activity has been fully functional for more than 5 years and in terms of section 165 of the Municipal Finance Management Act, the IAA has developed a risk based audit plan and an audit program for the current year.

The risk based audit plan for the current was approved by the Audit and Performance Audit Committee, the plan is being implemented, the relevant internal audit reports are tabled to the Audit and Performance Audit Committee quarterly. The reports were discussed with management and action plans to address the weaknesses identified were documented.

- **The Audit and Performance Audit Committee**

The Audit and Performance Audit Committee is in place and fully functional. The Committee comprise of three independent members and performs both performance and financial oversight role in our municipality. Section 166 of the Municipal Finance Management Act (MFMA) states that the audit committee must advise council, political office bearers, the accounting officer and the management staff of the municipality on matters relating to internal financial control and internal audits, risk management, accounting policies, the adequacy, reliability and accuracy of financial reporting and information, performance management, effective governance, compliance with the MFMA, Division of Revenue Act and any other applicable legislation, performance evaluation and any other issues referred to it by the municipality.

The committee has performed its oversight role for the year under review and will be tabled to Council in the next quarter on matters relating financial management including annual financial statements, performance management and risk management.

The Audit and Performance Audit Committee Charter was reviewed and approved by Council in October 2018.

- **Enterprise Risk Management**

Section 62(1)(c) of MFMA requires a Municipality to have and maintain effective and transparent systems of financial and risk management and internal control, hence fraud risk assessment forms part of the risk management activities and informs the risk register. The municipality has implemented appropriate risk management activities to ensure that regular risk assessments are conducted i.e. IT risk assessments, business risks assessment (operational, strategic) and risk registers are updated. The progress on Risk Management and an updated Risk Register is reported on a quarterly basis, to the Risk Management Committee and subsequently to the Audit and Audit Performance Committee.

**Roles and responsibilities:**

Role-players	Responsibilities
Internal Audit	The internal audit activity therefore evaluates and contributes to the improvement of risk management, control and governance processes.

<b>Governance</b>	<p>The Internal Audit Activity assists Executive Management in achieving the goals of Ubuhlebezwe by evaluating the process through which:</p> <ul style="list-style-type: none"> <li>• Goals and values are established and communicated;</li> <li>• The accomplishment of goals is monitored; and</li> <li>• Accountability is ensured and Municipal values are preserved</li> </ul>
<b>Risk Management</b>	<p>The Internal Audit assist the municipality through facilitation in identifying, evaluating and assessing significant organisational risks and provide assurance as to the effectiveness of related internal controls regarding the focus areas reviewed.</p>
<b>Controls</b>	<p>The Internal Audit activity evaluate whether the controls of the focus areas, as set out in its Internal Audit Plan which management relies on to manage the risks down to acceptable levels, are appropriate and functioning as intended (i.e. are they effective yet efficient) and develop recommendations for enhancement or improvement.</p> <ul style="list-style-type: none"> <li>• The Internal Audit activity is authorised to:</li> <li>• Have unrestricted access to all functions, records, property and personnel;</li> <li>• Have full and uninhibited access to the Audit Committee;</li> </ul>
<b>Management</b>	<p>Management is responsible for the establishment and maintenance of an effective system of governance to:</p> <ul style="list-style-type: none"> <li>• Establish and communicate organisational goals and values;</li> <li>• Monitor the accomplishment of goals; and</li> <li>• Ensure accountability and values are preserved.</li> </ul> <p>Management is furthermore responsible for the establishment and maintenance of an effective system of internal control. The objectives of the system of internal control are, inter alia, to provide management with reasonable, but not absolute, assurance that:</p> <ul style="list-style-type: none"> <li>• Risks are properly managed;</li> <li>• Assets are safeguarded;</li> <li>• Financial and operational information are reliable;</li> <li>• Operations are effective and efficient; and</li> <li>• Laws, regulations and contracts are complied with.</li> </ul> <p>The prevention and detection of fraud is management's responsibility. The principal safeguard against fraud, misstatement and irregularities is an effective system of internal control. It must, however, be recognised that there are inherent limitations in any system of internal control – including human error, circumventions through collusion of two or more people and management's ability to override decisions which may result in fraud or irregular transactions.</p>

**Table 49: Roles and responsibilities of Internal Audit**

- **The municipality Risk Register**

There is a separate fraud risk register in place based on an assessment initially conducted by the Department of Co-operating Governance and Traditional Affairs. The municipality also has a Fraud Prevention Plan and a Fraud Prevention Strategy documents in place which have been presented to EXCO and the Audit Committee.

- **Risk Management Committee**

The Risk Committee was established and is fully functional. The members were appointed during the 2016/2017 financial year, which comprises of 13 managers and 5 directors of the municipality, an external Chairperson has been appointed as well. The Risk management framework and policy are in place. The committee meetings are held on a quarterly basis and reports are tabled to the accounting officer and the Audit Committee. The Risk management workshops are conducted annually from which a risk register is developed. The risk register is then monitored on a quarterly basis.

- **Adopted policies and Municipal By-laws**

Currently the municipality has the following guiding human resource related policies in place and this strategy does not seek to interfere therewith and confirms their validity. However, in the unlikely event of encroachment, the latest dated document shall prevail: The following are the policies and by-laws in place.

<b>Name of Policy</b>	<b>Frequency of review</b>	<b>Latest date of review and adoption</b>
<b>Attendance and punctuality</b>	Annually	October 2018
<b>Bereavement policy</b>	Annually	October 2018
<b>Discipline and dismissal policy</b>	Annually	October 2018
<b>Dress code policy</b>	Annually	October 2018
<b>Employee assistant policy</b>	Annually	October 2018
<b>Intoxicating substance policy</b>	Annually	October 2018
<b>Grievance policy</b>	Annually	October 2018
<b>HIV and AIDS policy</b>	Annually	October 2018
<b>Internal bursary policy</b>	Annually	October 2018
<b>Leave policy</b>	Annually	October 2018
<b>Occupational health and safety policy</b>	Annually	October 2018
<b>Overtime policy</b>	Annually	October 2018
<b>Policy for recognition of qualifications</b>	Annually	October 2018
<b>Policy guidelines for in senior and critical positions</b>	Annually	October 2018
<b>Recruitment and selection policy</b>	Annually	October 2018
<b>Relocation policy</b>	Annually	October 2018
<b>Retention policy</b>	Annually	October 2018
<b>Scarce skills allowance policy</b>	Annually	October 2018
<b>Sexual harassment policy</b>	Annually	October 2018
<b>Standby allowance policy</b>	Annually	October 2018

<b>Succession planning policy</b>	Annually	October 2018
<b>Training and development policy</b>	Annually	October 2018

Table 50 : Policies

A list of approved By-Laws:

<b>POLICY NAME / BY-LAW</b>	<b>DATE APPROVED</b>
<b>1. Keeping of Dogs By-laws</b>	04 December 2014
<b>2. Keeping of Animal and Birds but Excluding Dogs By-laws</b>	04 December 2014
<b>3. Regulation of Mini –bus Taxis and Buses By-laws</b>	04 December 2014
<b>4. Library By-laws</b>	04 December 2014
<b>5. Carrying on of the Business of Street Vendor, Pedlar or Hawkers By-Laws</b>	04 December 2014
<b>6. Sign By-Laws (Advertising)</b>	04 December 2014
<b>7. Control of Discharge of Fireworks By-laws</b>	04 December 2014
<b>8. General and Nuisance By-laws</b>	04 December 2014
<b>9. Child care Service By-laws</b>	04 December 2014
<b>10. Public Amenities By-laws</b>	04 December 2014
<b>11. Road Traffic By-laws</b>	04 December 2014
<b>12. Establishment and Control of Recreational Facilities Bylaws</b>	04 December 2014

<b>13. Cemetery By-laws</b>	04 December 2014
<b>14. ACCOMMODATION ESTABLISHMENT</b>	04 December 2014
<b>15. BUILDING REGULATIONS</b>	04 December 2014
<b>16. ENCROACHMENT</b>	04 December 2014
<b>17. FENCES AND FENCING</b>	04 December 2014
<b>18. INFORMAL TRADING</b>	04 December 2014
<b>19. LIQUOR</b>	04 December 2014
<b>20. MUNICIPAL POUND</b>	04 December 2014
<b>21. MUNICIPAL ROADS</b>	04 December 2014
<b>22. RULES AND ORDERS</b>	04 December 2014
<b>23. INTEGRATED WASTE MANAGEMENT</b>	04 December 2014
<b>24. CREDIT CONTROL AND DEBT COLLECTION</b>	04 December 2014

**Table 51 : By-Laws**

By-laws cover various local government issues such as public roads and miscellaneous, parking grounds, public open spaces, street trading, public health, cemeteries and crematoria, emergency services, culture and recreation services, and encroachment on property. Ubuhlebezwe Municipality has a total number of 15 (fifteen) bylaws which were promulgated in 2009, however, there have been some challenges with the implementation of such as there were no fine schedules to enable sanctions to be instituted. In 2013/14 financial year the process of drafting the necessary fine schedules and newly prioritized bylaws commenced. 11 (eleven) new bylaws and 26 fine schedules have been developed and the public participation process scheduled commenced in August 2014. All the bylaws and fine schedules have been finalized at a Council meeting held on the 4th December 2014. All Municipal By-laws and Fine Schedules were gazetted on the 9th February 2016 and booklets will be printed for easy implementation.

- **Establishment of bid committees**

All the bid committees are in place. The middle management form part of the bid specification committee and chaired by the SCM parctitioner. The bid evaluation committee makes up of the middle managers being chaired by the SCM Manager and the bid adjudication committee made up of the senior management and chaired by the CFO. Each year the municipality adopts a demand management plan / procurement plan outlining all the planned and budgeted projectes, giving the time frames of when the scm processess shall resume, from the requisitions by departments, advertising by SCM, sitting of bid committees and the final award of tenders. This plan is aligned with the IDP as well as the SDBIP. And from this plan members know exactly the dates of the meetings ensuring that the legislated time frames are adhered to.

- **Ward Based Plans**

The municipality's IDP is mainly informed by the Ward Based Plans. A Roll - Out of Community Based Planning (CBP) took place in 2013 and the WBP's are reviewed annually. Ward based planning is a practice that encourages the engagement of key Community Stakeholders at a ward level in crafting a developmental plan of a ward. A developed plan of a ward must be aligned with the municipalities Integrated Development Plan. Participants in the process are community representatives from structures e.g. Ward Committees, Community Care Givers, and the general members of the community with a full complement of War Room representation. This process if fully aligned and informs the Municipal Integrated Development Plan.

Ubuhlebezwe ward based plans have been developed. It focuses on the ward background, situational analysis, social profile, economic status, resources of the ward, Government intervention needed in the ward, ward needs, existing services, ward's SWOT analysis, ward vision, objectives, project, a submission to the IDP and spatial representation of the ward.

The main aim is to ensure a proper alignment of the ward based plans with Municipal IDP. The alignment focuses on the ward project itemized as the submission to the IDP on a ward based plan.



The following **table** is an indication of what is happening at a ward level:

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
1	Ward one is made out four VD's namely: Cabazi Mahafana, Ncakubana and Mahhehle. Traditional Authorities of ward one are Amabhaca Traditional Council. The type of dwelling in the ward is characterized of a combination of mud and blocks houses. The ward dominates the IsiZulu and average of English language. Ward proportion of access to sanitation covers part of Mahhehle area. Proportion of access to electricity covers almost all VDs with the exception of Cabazi that still requires infills.	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools -05 Secondary Schools - 03 Sports facilities - 02 Satellite library - 01 Community Hall - 03 Churches -04 Formal shops - 01 Informal - 08 SASSA Service Point - 01	<ul style="list-style-type: none"> <li>Distribution of sanitation by Harry Gwala District Municipality though there is still a need to ensure the even supply.</li> <li>Distribution of electricity by Eskom hence there is a need of a maximum supply.</li> <li>EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings.</li> <li>Community Care Givers by the Department of social development. There is a need to hire more Community Care Givers.</li> <li>Community Safety and Liaison intervention in the ward with regards to crime prevention through Community Policing Forum.</li> <li>Sector Departments needs to ensure full participation in the War Room.</li> </ul>	Cabazi : Access Roads, Infill's. Mahafana : Water Ncakubana : Water, Herold Nxasane Rd Mahhehle: Water, Nxasane Rd Upgrading of P236 Required	Education Health Electricity Safety and Security Roads Access Roads Water Grant Job Creation Moral regeneration
2	Ward two is made out four VD's namely: Sonqoba simunye, Ixopo Primary Carisbrooke primary and Flagstone Farm. The Traditional Authority of ward	The ward is characterised by the middle income earners, large number of low income earners,	Primary Schools-04 Secondary Schools-01 High School-01 Clinic- 01 Sports facilities-02	<ul style="list-style-type: none"> <li>Sanitation by Harry Gwala District Municipality.</li> <li>Electricity supply by Eskom.</li> </ul>	<ul style="list-style-type: none"> <li>Electricity</li> <li>Access Roads</li> <li>Housing</li> </ul>	Education Health Electricity Safety and Security Roads

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	two is Amazizi Traditional Council. The type of dwelling in the ward is characterized of combination of mud houses, blocks houses, informal and Farms. The ward dominates the IsiZulu, Afrikaans and English language. Ward proportion of access to water and sanitation is at an average level. Proportion of access to electricity covers all areas with the exception of Flagstone and Bethel Farm. The rating of electricity unit in Stanton farm is too high.	larger number of grantees and the unemployed.	Library-01 Community Hall-03 Police Station-01 Churches-13 Surgeries-07	<ul style="list-style-type: none"> <li>• EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings.</li> <li>• Community Care Givers by the Department of health hence there is a need for additional volunteers at Flagstone and Bethel.</li> <li>• Community Safety and Liaison intervention in the ward with regards to crime prevention thorough Community Policing Forum and SAPS.</li> <li>• Sector Departments needs to ensure full participation in the War Room.</li> </ul>	<ul style="list-style-type: none"> <li>• Water and sanitation</li> <li>• Job Opportunities</li> </ul>	Access Roads Water Grant Job Creation Moral regeneration Feeding Scheme
3	Ward Three is made out eight VD's namely: Magidigidi, Mpofini, Nkululeko, Lufafa, Bhensela, Cekazi, Lusiba and Ntakama. Traditional Authorities of ward three are Vukani Traditional Council. The type of dwelling in the ward is characterized of combination of mud houses and blocks houses. The ward dominates the IsiZulu language. Ward proportion of access to sanitation covers all voting Districts, except the infill's. Proportion of access to electricity covers all VD's. Water distribution at 97% and boreholes in addition.	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-07 Secondary Schools-04 Sports facilities-02 Community Hall-07 Churches-05 SASSA Service Point-03	<ul style="list-style-type: none"> <li>• Distribution of sanitation in the ward is at the maximum capacity through Harry Gwala District Municipality.</li> <li>• Electricity supply is at its maximum capacity except for the infill's .</li> <li>• EPWP and CWP Programme have provided minimum job opportunities to the destitute thus providing low income earnings.</li> <li>• Community Care Givers hired by</li> </ul>	Sanitation Infill's, Road Nsindane to Mgidigidi	Education Electricity Safety and Security Roads Access Roads Water Grant Job Creation Moral regeneration CWP Community Halls

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
				<p>the Department of health do provide excellent service though there is concerned about the handling of confidential personal information.</p> <ul style="list-style-type: none"> <li>Community Safety and Liaison intervention in the ward with regards to crime prevention thorough Community Policing Forum as crime rate is at 30%.</li> <li>Sector Departments needs to ensure full participation in the War Room.</li> </ul>		
4	<p>Ward Four is made out four VD's namely: Fairview, Morningside, Mariathal, and Mazizini under Amazizini Traditional Council. The type of dwelling in the ward is characterized of combination of mud, blocks houses, 730 Informal settlements and RDP houses. The ward dominates the IsiZulu and average of English speaking people and foreign national languages. Ward proportion of access to sanitation covers Fairview, Hlanzeni, Shayamoya, Sperenza with the exception of Mandilini area. Proportion of access to electricity covers Morninside, Fairview, Morningview with exception of Mandilini, Ndimakude, Hlanzeni, Sperenza, Malamula and</p>	<p>The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.</p>	<p>Primary Schools-4 Secondary Schools-1 High Schools-2 Hospital-1 Sports facilities-3 Community Hall-2 Churches-1</p>	<ul style="list-style-type: none"> <li>Sanitation by Harry Gwala.</li> <li>Electricity supply by Eskom.</li> <li>EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings.</li> <li>Community Care Givers by the Department of health.</li> <li>Community Safety and Liaison intervention in the ward with regards to crime prevention thorough SAPS, Community Policing Forum, and Operation Qeda ubugebengu.</li> </ul>	<p>Fairview and Morningside VD's requires houses Tar road in access roads Sanitation in Fairview and Mariathal Sports facilities in Mazizini and Mandilini Scholar transport</p>	<p>Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services</p>

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	informal settlements (Chocolate city and Morningview).			<ul style="list-style-type: none"> <li>There is full participation of Sector Departments in the War Room.</li> </ul>		
5	<p>Ward five is made out of four VD's namely: Kwelentsheni, Sqandulweni, Siyavela, Zasengwa ukuthula, Bacwebileyo, Siyakha, Bhobhobho and Bambisanani. Traditional Authorities of ward five are Butateni Traditional Council and Amnyuswa Traditional Council. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the IsiZulu language.</p>	<p>The ward is characterised by the middle income earners, large number of low income earners, larger number of grantees and the unemployed.</p>	<p>Primary Schools-06 Secondary Schools-01 High School-01 Clinic-01 Community Hall-01 Churches-03 Skills Centre-01</p>	<ul style="list-style-type: none"> <li>Water and sanitation by Harry Gwala District Municipality.</li> <li>Electricity supply by Eskom.</li> <li>EPWP/CWP Programme has provided minimum opportunities to the destitute thus providing low income earnings.</li> <li>Community Care Givers by the Department of health.</li> <li>Community Safety and Liaison intervention in the ward with regards to crime prevention thorough Community Policing Forum and SAPS</li> <li>Sector Departments needs to ensure full participation in the War Room.</li> </ul>	<ul style="list-style-type: none"> <li>Electricity</li> <li>Access</li> <li>Roads</li> <li>Housing</li> <li>Water</li> <li>Job Opportunities</li> <li>Community halls</li> <li>Skills centre</li> </ul>	<p>Education Health Electricity Safety and Security Roads Access Roads Water Grant Job Creation Moral regeneration Feeding Scheme Nutrition Programme Trainings</p>
6	<p>Women arrested Floods, Droughts Political unrest Appointment of CCGs Appointment of youth ambassadors First local elections</p>	<p>The ward is characterised by the middle income earners, low income earners, larger number of grant dependees and the unemployed</p>	<p>St Nicholas School Hlokosi School Luswazi School Zamafuthi School Bridge Roads Creches</p>	<p>Water &amp; electricity Community hall Health services Roads, toilets, CWP Safety and security Services, educations Sanitation Housing telecommunications</p>	<p>Water services Electricity Sanitation Housing Health services Transport Skills development Community hall Library services Telecommunications Safety and security</p>	<p>Education, roads, sanitation, electricity, social services.</p>

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
7	Ward seven is made out of three Voting Districts namely: Mpunga, Ukuthula and Indela. Traditional Authorities in ward seven are Ukuthula T/C and Amanyuswa T/C. The type of dwelling in the ward is characterised of a combination of mud and blocks houses. The ward dominates the IsiZulu. Ward proportion of access to electricity covers the whole ward though there are still infill's. Sanitation it covers most of the ward and there is still a requirement of infills to a minimum level	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-01 High Schools-02 Clinic-01 Sports facilities-01 Education centre-01 Community Hall-01 Skills centre-01 Shops-03 ZG Centers-02	<ul style="list-style-type: none"> <li>• EPWP, CWP and Zibambele Programme have provided minimum opportunities to the destitute thus providing low income earnings.</li> <li>• Community Care Givers hired by the Department</li> <li>• Community Safety and Liaison intervention through CPF's thus requires revival in some areas</li> <li>• Arts and culture co-ordinators in providing support with regards to arts culture activities</li> <li>• Water monitors by Harry Gwala District Municipality.</li> </ul>	Refurbishment main roads and Access roads Electrification of Kaloshe area Increase in number of Sports facilities	Education Health Services Skills centre Water Services Electricity Roads BIRTH CERTIFICATES IDENTITY DOCUMENTS MARRIAGE CERTIFICATES AGRICULTURAL SEEDS PUBLIC TRANSPORT COMMUNITY HALL HOUSING
8	Ward eight is made out of five VD's namely: Lingeletu, Somelulwazi, Bongindawo, Lusibabukhulu and Mantulela under Ikhwezi lokusa, Shiya abanye and Ukuthula Traditional Council. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the IsiZulu and average of English Language. Ward proportion of access to sanitation covers 80% of the area and proportion of access to electricity covers 70%.	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-08 Secondary Schools-01 High Schools-01 Clinic- 01 Sports facilities-01 Community Hall-04 Churches-12 Formal-06 Informal-12	<ul style="list-style-type: none"> <li>• Distribution of sanitation by Harry Gwala.</li> <li>• Electricity supply by Eskom.</li> <li>• EPWP programme has provided minimum opportunities to the destitute thus providing low income earnings.</li> <li>• Community Care Givers by the Department of health.</li> <li>• Community Safety and Liaison intervention in the ward with regards to crime</li> </ul>	<ul style="list-style-type: none"> <li>• Water</li> <li>• Electricity</li> <li>• Sports facilities</li> <li>• Access roads</li> <li>• Grant</li> <li>• Sanitations at School</li> <li>• Safety and security</li> <li>• Lightening Conductors</li> <li>• Crèches</li> <li>• Home for old age people</li> <li>• FET</li> </ul>	Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
				prevention thorough SAPS, is not functioning anymore. • Zibambele Programme by Transport.		
9	Ward nine is made out six VD's namely: Phumobala, Mahlabathini, KoShange, Mission, Kozondi and kintail under Amakhuze Traditional Council. The type of dwelling in the ward is characterized of combination of mud, very few blocks houses and vandalised RDP houses. The ward dominates the IsiZulu language. Ward proportion of access to sanitation covers 90% of the ward. The proportion of access to electricity covers only 50% of the Ward.	The ward is characterised by the low income earners, larger number of grantees and the unemployed.	Primary Schools-06 High Schools-02 Clinic-01 Community Hall-03 Churches-03 Formal shops-04 Skills Centre-01	<ul style="list-style-type: none"> <li>• Distribution of sanitation by Harry Gwala District Municipality.</li> <li>• Electricity supply by Eskom.</li> <li>• EPWP/CWP Programme has provided minimum opportunities to the destitute thus providing low income earnings</li> <li>• Community Care Givers by the Department of health.</li> <li>• Community Safety and Liaison intervention in the ward with regards to crime prevention thorough SAPS; Community Policing Forum but there is a need for more CPF.</li> </ul>	Sports fields Library Clinic Stable theatre Tar road Houses Electricity Skills centre Dams	Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services Skills Centre
10	Ward ten is made out of five VD's namely: Kwathathane, Mhlabashane, Ebhayi, KwaShinga and KwaMncinci under Vusathina Tradition Council. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the IsiZulu language. Ward proportion of access to sanitation covers all wards with	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-04 High Schools-02 Sports facilities-02 Community Hall-02 Churches-04 Informal shops-06 Funeral Parlour-01 Crèche-02	<ul style="list-style-type: none"> <li>• Distribution of sanitation to the maximum capacity by Harry Gwala District Municipality.</li> <li>• Electricity supply by Eskom.</li> <li>• EPWP and CPW Programme have provided minimum opportunities to the</li> </ul>	<ul style="list-style-type: none"> <li>• Access roads</li> <li>• Water</li> <li>• Electricity</li> <li>• Job Opportunity</li> <li>• Renovations of halls</li> <li>• Sport field at Bhayi</li> <li>• Houses</li> <li>• Skills Centre</li> </ul>	Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services Boreholes

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	the exception of Kwamncinci area. The proportion of access to electricity covers 70% of the ward.			<p>destitute thus providing low income earnings.</p> <ul style="list-style-type: none"> <li>Community Care givers by the Department of health.</li> <li>Community Safety and Liaison intervention in the ward with regards to crime prevention thorough SAPS, Community Policing Forum.</li> <li>There is a need of full participation from Sector Departments in the War Room.</li> </ul>	<ul style="list-style-type: none"> <li>Clinic at Kwathathane</li> </ul>	
11	Ward eleven is made out of 7 VD's namely: Mshobashobi, Merry help, Kwambingeleli, Nokweja, Bhekukuphiwa, Kwadladla, Makhonza. Traditional Authority in ward eleven is Amadzikane, Amazizizi and Amawushe traditional councils. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the IsiZulu. Sanitation in the ward cannot be rated since it was provided long time ago and currently it requires to be redistributed. Proportion of access to electricity covers all Voting Districts. Water distribution in the ward is at 90%.	The ward is characterised by the middle income earners at a very minimal rate, low income earners, larger number of grantees and the unemployed.	Primary Schools-07 Secondary School-01 High School- 01 Clinic-01 Sports facilities-01 Community Hall-01 Churches-06	<ul style="list-style-type: none"> <li>EPWP, CWP and Zibambele Programme have provided to the minimum level thus created low income earnings opportunities.</li> <li>Community Care Givers hired by the Department of health do provide excellent service</li> <li>Community Safety and Liaison intervention in the ward with regards to crime prevention thorough Crime prevention volunteers</li> <li>Department of sports and recreation provide support with regard to sports development in</li> </ul>	<ul style="list-style-type: none"> <li>Sports facilities</li> <li>Clinic services do not accommodate the population of more than 6000 people</li> <li>Poor water service provision</li> <li>Access roads and roads that are being serviced by the department of Transport requires refurbishment</li> <li>To attend to the HIV infections in the ward through awareness's</li> <li>The unemployment rate needs to be attended to</li> <li>School drop outs</li> </ul>	<p>Education Health services Moral regeneration Water services Social grant seeds Soup kitchen Community hall Electricity Safety and security</p>

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
				<p>the ward through sports hub</p> <ul style="list-style-type: none"> <li>Arts and culture co-ordinators providing support with regards to arts and culture activities</li> <li>Harry Gwala District Municipality provide support through Water monitors</li> <li>Sector Departments needs to ensure full participation in the War Room.</li> </ul>	<ul style="list-style-type: none"> <li>Stock theft discourages participation in agricultural activities</li> </ul>	
12	Ward twelve is made out five VD's namely: Amazabeko High school, Ntabakunuka Primary School, Madungeni Tribal Court, Khuluma Secondary school and Mgodini Primary school. Traditional Authorities of twelve is eMadungeni Traditional Council. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the IsiZulu.	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-03 Secondary Schools-02 Sports facilities-03 Community Hall-01 Clinic-01	<ul style="list-style-type: none"> <li>Ubuhlebezwe Disaster Unit intervention accessible to the ward.</li> <li>EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings.</li> <li>Community Care Givers by the Department of health.</li> <li>Community Safety and Liaison intervention in the ward required to revive and lunch Community Policing Forum.</li> <li>Sector Departments needs to ensure full participation in the War Room.</li> </ul>	Water Electricity Roads and bridge Skills centre Addition of EPWP and CWP Community hall	Education Health Electricity Roads Access Roads
13	Ward thirteen is made out eight VD's namely: Mashumi, Black Store, Mbambalala, Nhlamvana, Highflats, Fletcher, Nqwakuza	The ward is characterised by the middle income earners, low income	Primary Schools-5 Secondary Schools-1 Clinic- 1 Sports facilities-2	<ul style="list-style-type: none"> <li>There is a need of ensuring the even distribution of sanitation to the</li> </ul>	Water, Electricity, Access Roads and RDP	Education Health Services Electricity Safety and Security



Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	and Thuleshe. Traditional Authorities of ward thirteen are Amazizi T/C and Amadunge TC. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the Isizulu. Ward proportion of access to sanitation is 70% and a proportion of 35% of access to electricity.	earners, larger number of grantees and the unemployed.	Satellite library-1 Police station -1 Community Hall-4 Churches-2 Formal shops-5 Informal-9 Banks-2 SASSA Service Point-2 Burial Services-2	maximum capacity since currently the provision of sanitation is at 70%. • The electricity supply is at 35% thus there is a need of a maximum distribution. • EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings. • There is a need to hire Community Care Givers by the Department of health. • Community Safety and Liaison intervention required in the ward with regards to crime prevention thorough Community Policing Forum.		Roads Access Roads Water
14	Ward Fourteen is made out five VD's namely: Lwazi high school, Ndwebu primary, Mdibaniso comprehensive, Nhlanguwini, Multipurpose centre and Smangele secondary Traditional Authorities of ward Fourteen is Nqabakucasha /Nhlanguwini Traditional Council the type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominated by IsiZulu speakers. The proportion of electricity covers all wards except for Fodo, Thuthuka and	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-03 High Schools-02 Sports facilities-05 Community Hall-02 Clinic-01 Churches-08 Formal shops-08 Funeral Parlour-01	• Distribution of water and sanitation. • Distribution of electricity supply by Eskom. • Zibambele programme • Community Care Givers by the Department of health. • Community Safety and Liaison intervention in the ward with regards to crime prevention thorough	Launch of war room Water and sanitation Electricity Houses Access roads EPWP and CWP Community hall Fencing of community gardens	Education Health Electricity Roads Access Roads ID birth certificates and marriage certificate Grants Water Moral regeneration

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	Thoyi areas that require numbers of 472 hundred to 500. Distribution of water and sanitation doesn't cover the entire ward.			Community Policing Forum. <ul style="list-style-type: none"> <li>• Water Monitors by Harry Gwala District Municipality</li> <li>• Grants by Sassa</li> <li>• Home affairs services.</li> </ul>		

### Good Governance and Public Participation SWOT Analysis

<p><b>STRENGTHS:</b></p> <ul style="list-style-type: none"> <li>• Effective participatory process and Transparency.</li> <li>• Delivery of appropriate quality of services</li> <li>• The municipality is in touch with its communities through Mayoral Community Consultation Meetings.</li> <li>• Improved Communication/Information dissemination through ward committees.</li> <li>• Community involvement in a decision making process.</li> <li>• Involvement of community through community based planning</li> <li>• Partnerships with sector departments</li> <li>• Public participation policies in place</li> </ul>	<p><b>WEAKNESSES:</b></p> <ul style="list-style-type: none"> <li>• Expectation of communities regarding services delivery that are not informed by budget and timelines</li> <li>• Dependency syndrome where people depend on the municipality for everything e.g. employment, shelter, sanitation, free education</li> </ul>
<p><b>OPPORTUNITIES:</b></p> <ul style="list-style-type: none"> <li>• Alleviation of protests.</li> <li>• Sense of ownership promoted through a delivery of appropriate quality of services.</li> <li>• Self-governing when people are involved in a decision making process.</li> <li>• The municipality through proper consultation is able to acknowledge needs of its communities</li> <li>• Policies in place serves as a yardstick for public participation activities</li> <li>• Ward based plans in place</li> </ul>	<p><b>THREATS:</b></p> <ul style="list-style-type: none"> <li>• Broadness of a Public participation concept</li> <li>• Uncertainties to the communities regarding timelines of services may lead to protests</li> <li>• Potential of a conflict between municipalities and the communities</li> <li>• local community to hold local government accountable</li> </ul>

## KEY CHALLENGES

### Municipal Transformation & Organisational Development

- Inability to retain skilled staff due to location of the Municipality.
- Inability to offer high salaries due to size of the Municipality and grand dependency.
- Unavailability of high quality service providers, in close proximity, for the provision of training programs

### Service Delivery & Infrastructure Development

- Ubuhlebezwe Municipality although striving for Excellency, there are still some challenges in terms of service delivery, however the municipality is already engaged in processes of addressing them. There is a challenge with the landfill site; currently the municipality is using the one at Umzimkhulu under Umzimkhulu Municipality.
- Funds are so limited that the municipality is unable to address backlog in terms of CIP.
- Due to size and lack of revenue, the Municipality depends on the District Municipality for the provision of water and on Eskom for electricity. These are some of the avenues from which the Municipality could be generating revenue, however establishing and capacitating these units requires funding.

### Municipal Financial Viability

- There are budgetary constraints, due to low revenue base.
- The Municipality is highly dependent on Grant Funding.
- There is resistance from business owners and home owners in paying for rates and services
- The majority of the population resided in rural areas and do not contribute to payment of rates and services.

### Social & Local Economic Development

- Inability to attract economic and investment opportunities to the urban area and to extend it to other areas of the municipality to ensure economic sustainability due to aging and inadequate infrastructure.
- Private ownership of land makes it difficult to develop the town and attract investments.
- High levels of illiteracy means the majority of our community members are unemployable, therefore skilled people come from outside the Municipality.

### Cross Cutting Interventions

- Spatial development is still hindered by the unavailability of land, which affects Housing developments as well
- Previous unavailability of an environmentalist within the Municipality led to environmental matters being neglected.

### Good Governance and Public Participation

- The only challenge in this KPA would be the non sitting of some committees. This has not been a major issues at Ubuhlebezwe, however occasionally there have been committees that have not sat on their scheduled dates and therefore have to be rescheduled.

## Corrective Measures from 2018/19 IDP

KPA	MEC's Comment	Action	Department
Municipal Transformation	HR Plan must be developed, Adopted and Implemented	An HR Plan has been developed by HR Manager	Corporate Services - HR
Social and Local Economic Development	Develop LED strategy and align with PGDS-DGDP and Vision 2035	LED strategy was included in the IDP, Alignment with PGDS, DGDP & NDP was depicted on page 189, 191 & 192	Social Development - LED
	Show contribution to provincial & District targets such as jobs created on Sector Economy. Early Childhood Development, skills development aligned to key economic sector.	Emphasis to be done on this area under LED, however the alignments with the Districts Development Plan and PGDP shows contribution and alignment, Page 189,191,192	Social Development -LED
	Develop Street Vendors Policy	The Municipality has an Informal Traders Policy which we made mention of on page 185 – 187.  Policy was included as part of documents submitted to COGTA	Social Development - LED
Basic Services and Infrastructure Development	Information and maps for water services from the District.	More information needs to be included on Water and Sanitation from the District	Infrastructure Planning & Development
	Local Intergrated Transport Plan (LITP)	The Municipality will develop the LITP in 2019/20	IPD & Community Safety
	Alignment of HSP to KZN Master Spatial Plan	Alignment to be reflects in the Housing Sector Plan	IPD – Planning Unit
	Provision of infrastructure for the upcoming elections	The Municipality provides halls to IEC for elections and gives IEC Platform during community engagements. This is	Office of the MM

		reflected on page 36 & 214	
Financial Viability	Show outstanding Debt By Category and Grant Dependency	BTO will include under financial reporting	BTO
	Include a provision for the disabled in our SCM policy	BTO to consider when reviewing the SCM Policy	
Good Governance	Participate more in District IGR structures	We have outlined the different IGR forums and structures that uBuhlebezwe officials and Councillors are part of on pages 278 & 292	Office of the MM
Cross Cutting	SDF Compliance with SPLUMA	Planning unit is working with a comprehensive assessment of the SDF and will improving on SPLUMA compliance.	IPD – Planning
	Complete strategic environmental assessment and align with the District Environmental Management Framework	Planning unit is working on the environmental assessment and alignment thereof	IPD - Planning
	Disaster risk profile mapping	Risk profile assessment per ward and mapping are included in pages 80-87	SD – Community Safety
	Fire Station	Funding for the Fire Station has been received from COGTA and processes are underway for the construction of the Fire Station, Page 120	SD Community Safety

## SECTION D. Municipal Vision, Goals and Objectives

### OUR VISION:

"To provide affordable quality services through good governance"

### OUR MISSION:

"UBuhlebezwe Municipality will strive to deliver an appropriate level of service to all of its citizens by the year 2025 and alleviate poverty by promoting sustainable development through good governance and accountability."

### STRATEGIC OBJECTIVES:

STRATEGIC OBJECTIVE NO.	Strategic Objectives
01	To improve the performance and functioning of the municipality.
02	To develop staff to ensure effective service delivery through trainings.
03	To promote accountability to the citizens of UBuhlebezwe
04	To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development.
05	To promote culture of learning and enhance social development (illiteracy, skill, talent, education).
06	To Practice sound financial management principles.
07	To improve safety and security within the municipal environment
08	To improve sustainable economic growth and development
09	To invest in the development of the municipal area to enhance revenue
10	To facilitate spatial development in the entire area of UBuhlebezwe and at the same time achieve economic social and environmental sustainability

### OUR CORE VALUES:

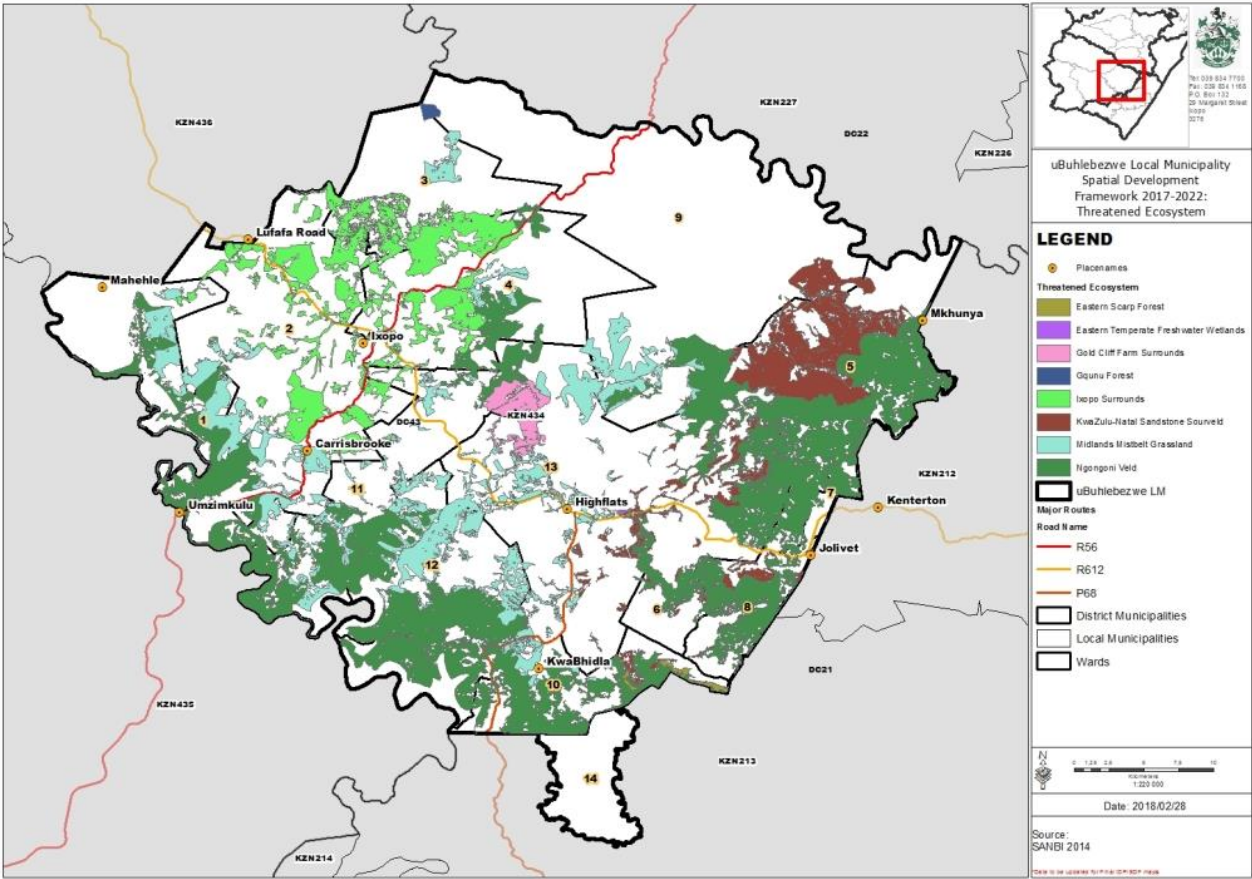
Values drive the municipality's culture and priorities and provide a framework in which decisions are made. Beliefs are shared amongst the stakeholders of the municipality, which are the following:

- HIGH STANDARD OF ETHICS
- PROFESSIONALISM
- HIGH LEVEL WORK ETHICS
- CARING FOR OUR COMMUNITY
- PUT PEOPLE FIRST
- TEAM WORK
- OPENNESS

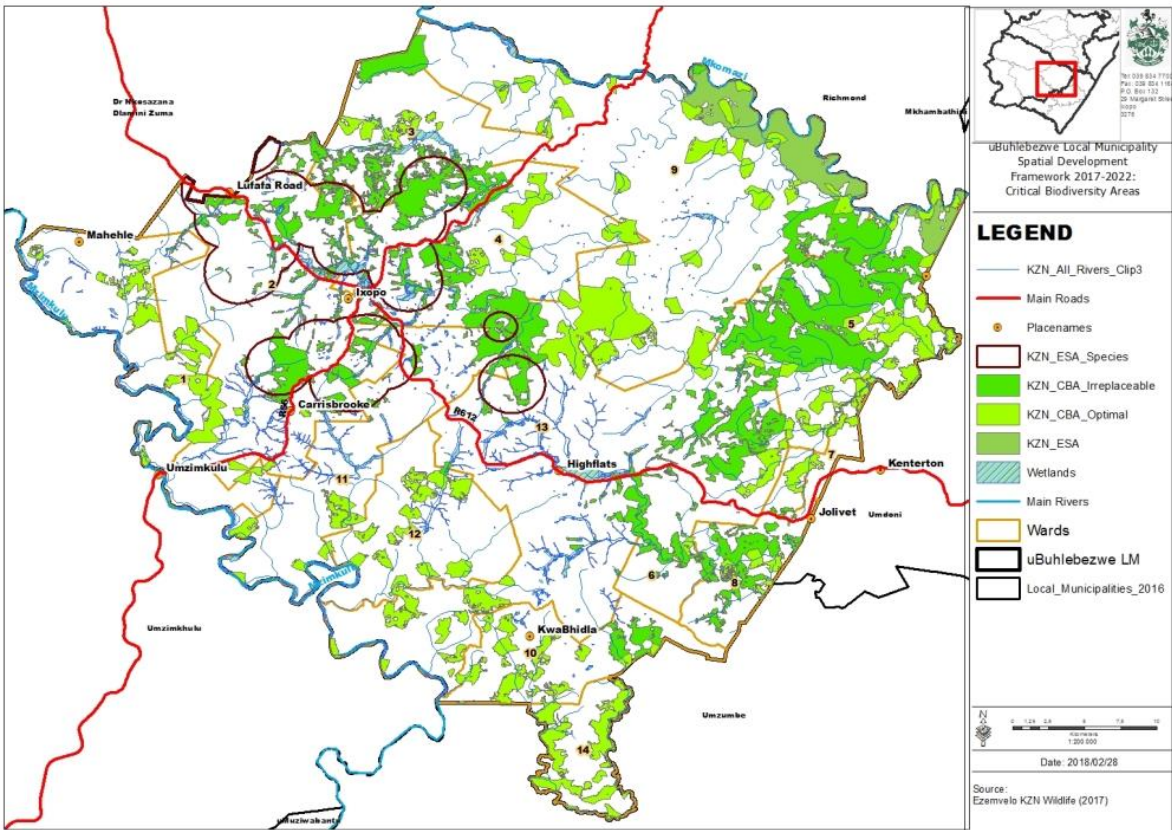
### OUR GOAL

UBuhlebezwe municipality goal focuses on sustainable economic growth and development, establishment of socio-economic infrastructural investment that will attract, retain business and create a great place to live in.

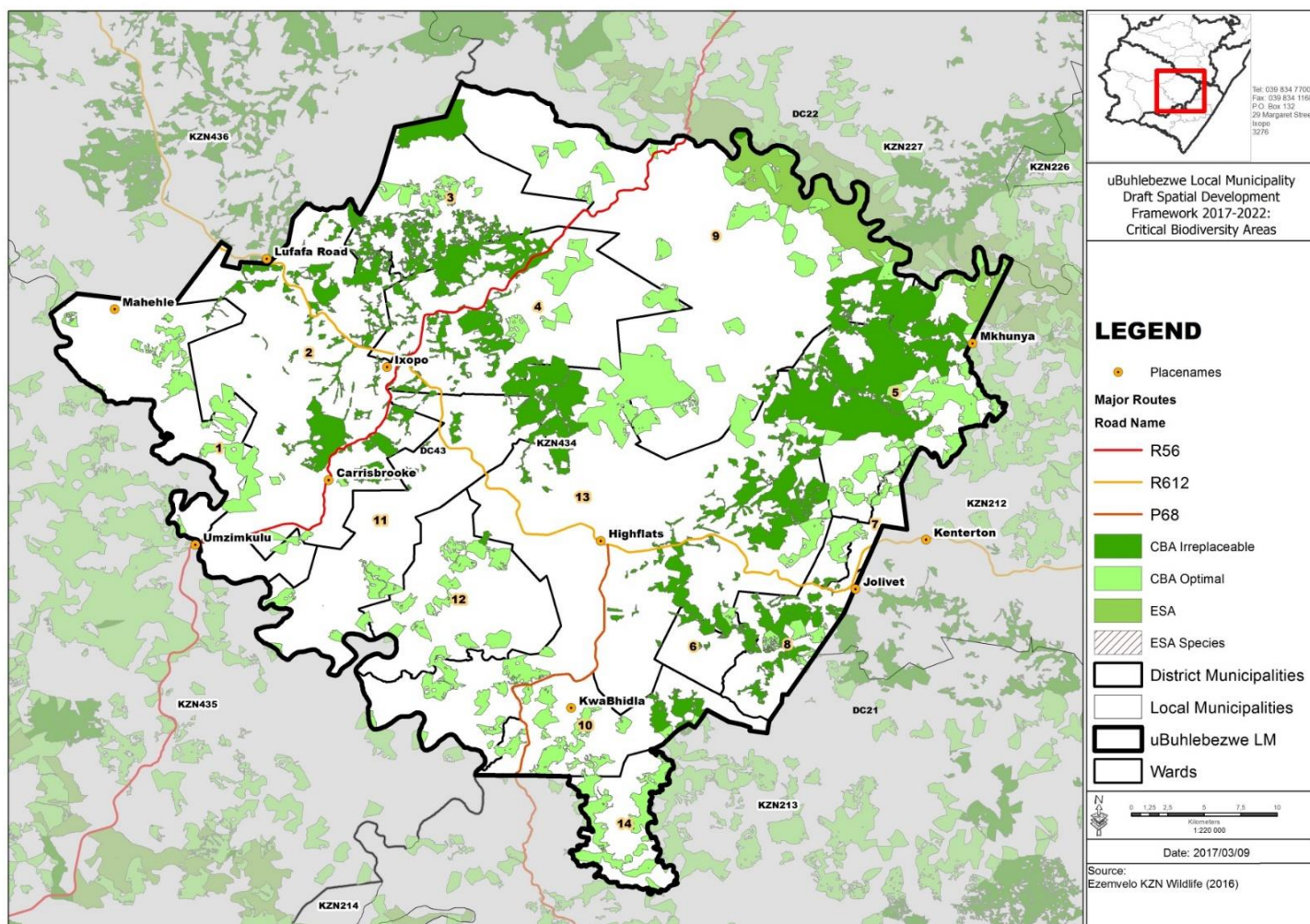
## SECTION E.1 STRATEGIC MAPPING



### Threatened Eco system





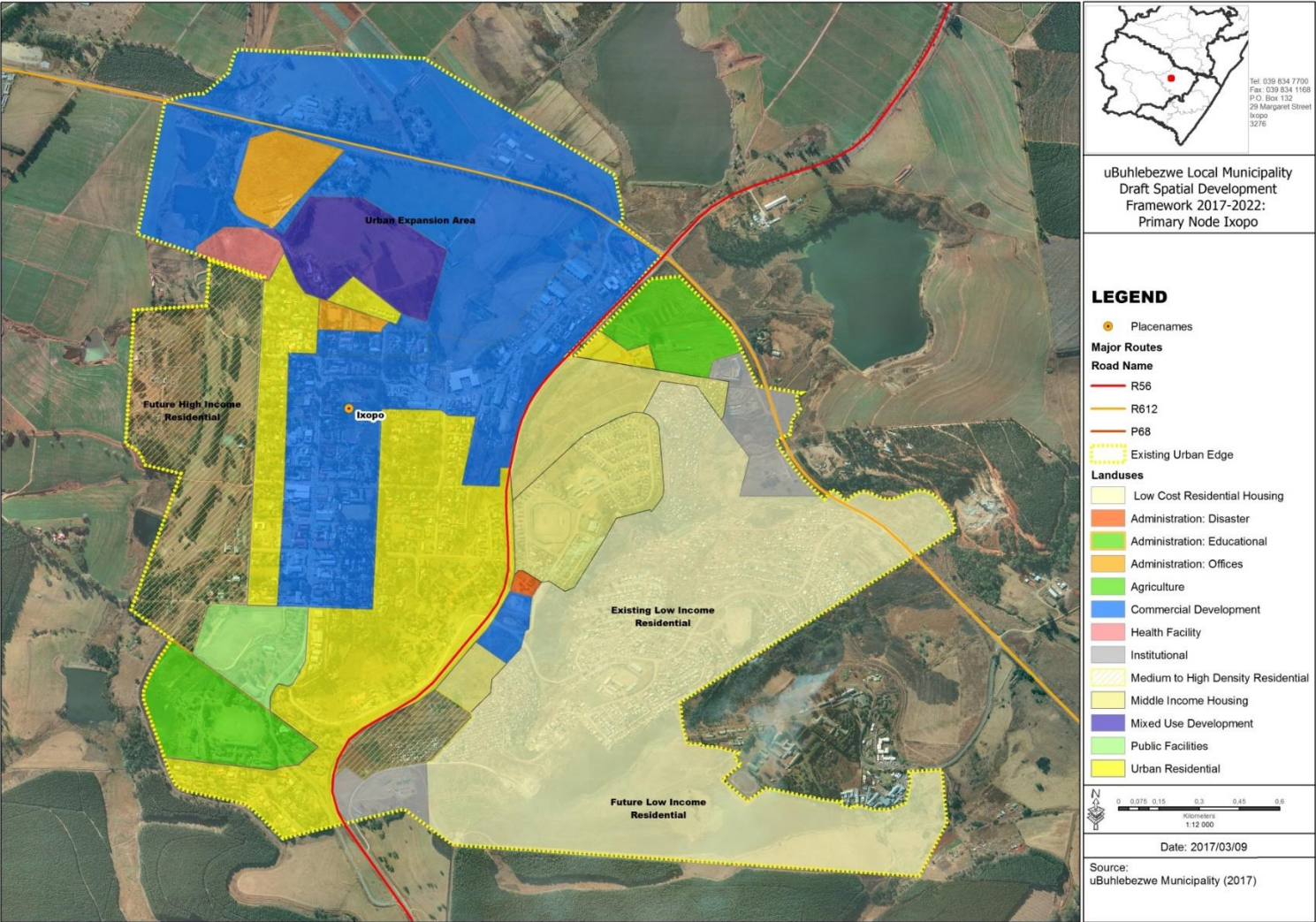


Environmental Sensitive Areas within Ubuhlebezwe Municipality



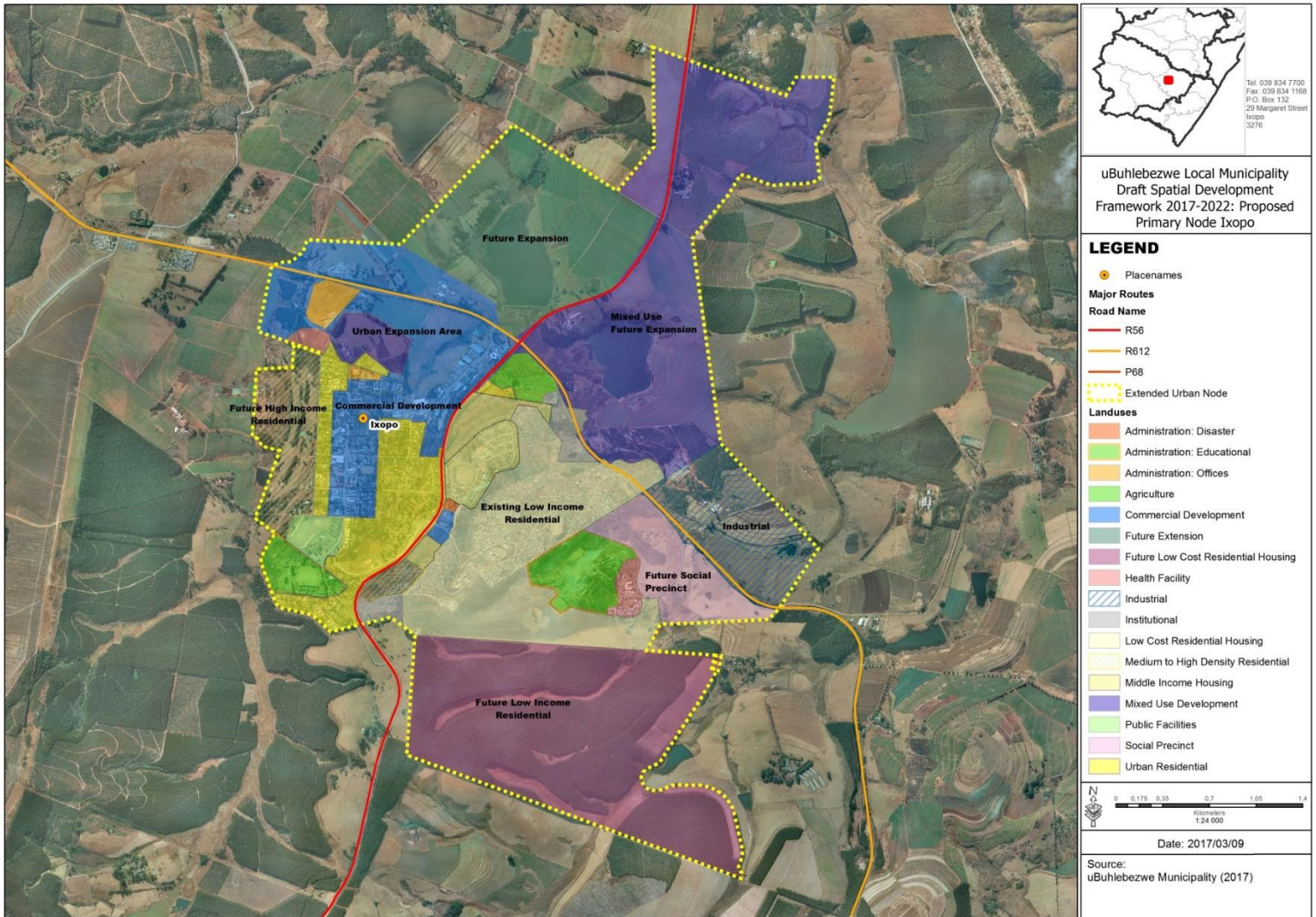






: The desired spatial outcome





: The desired spatial outcome

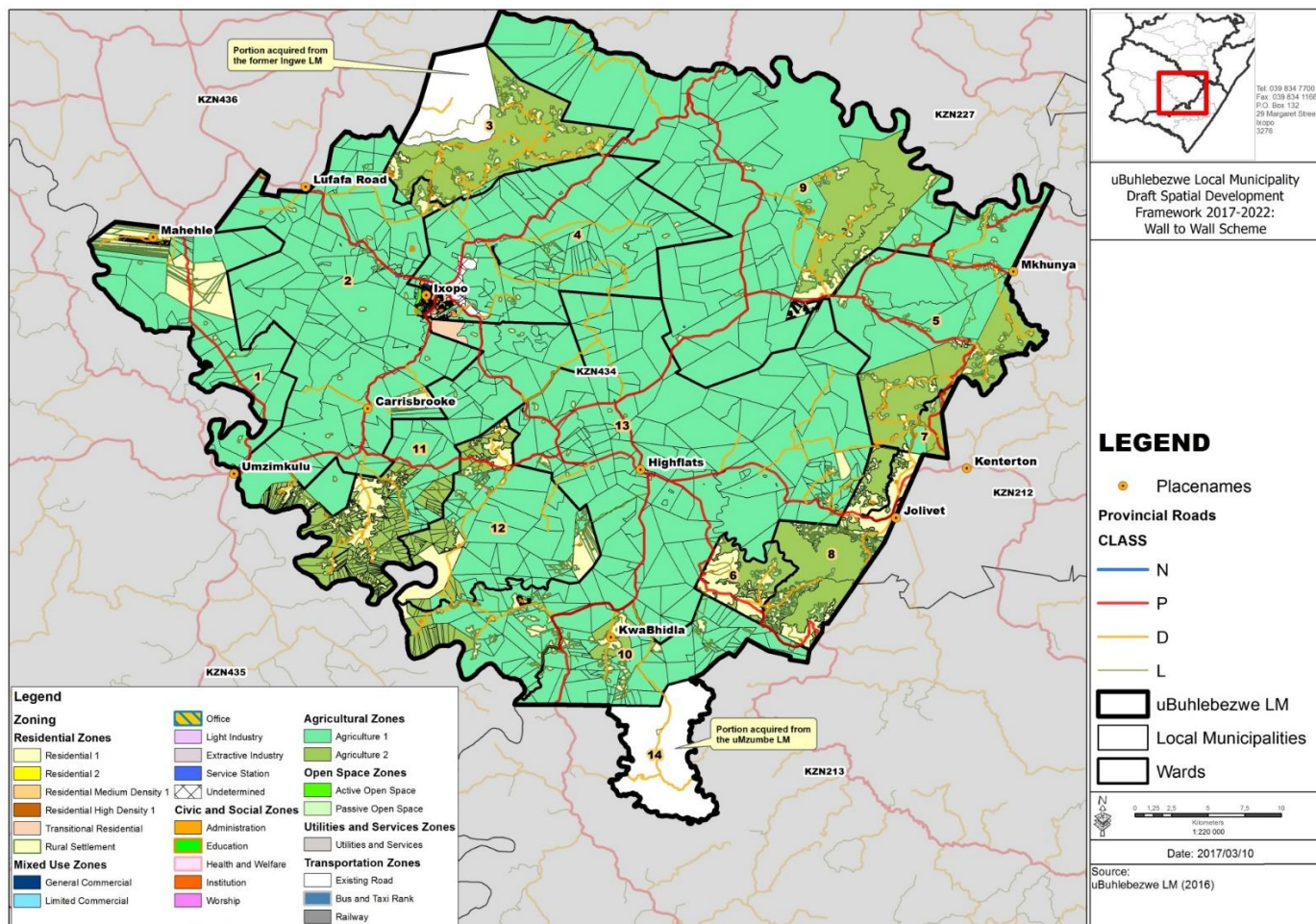


Figure 65: Spatial reconstruction of the municipality



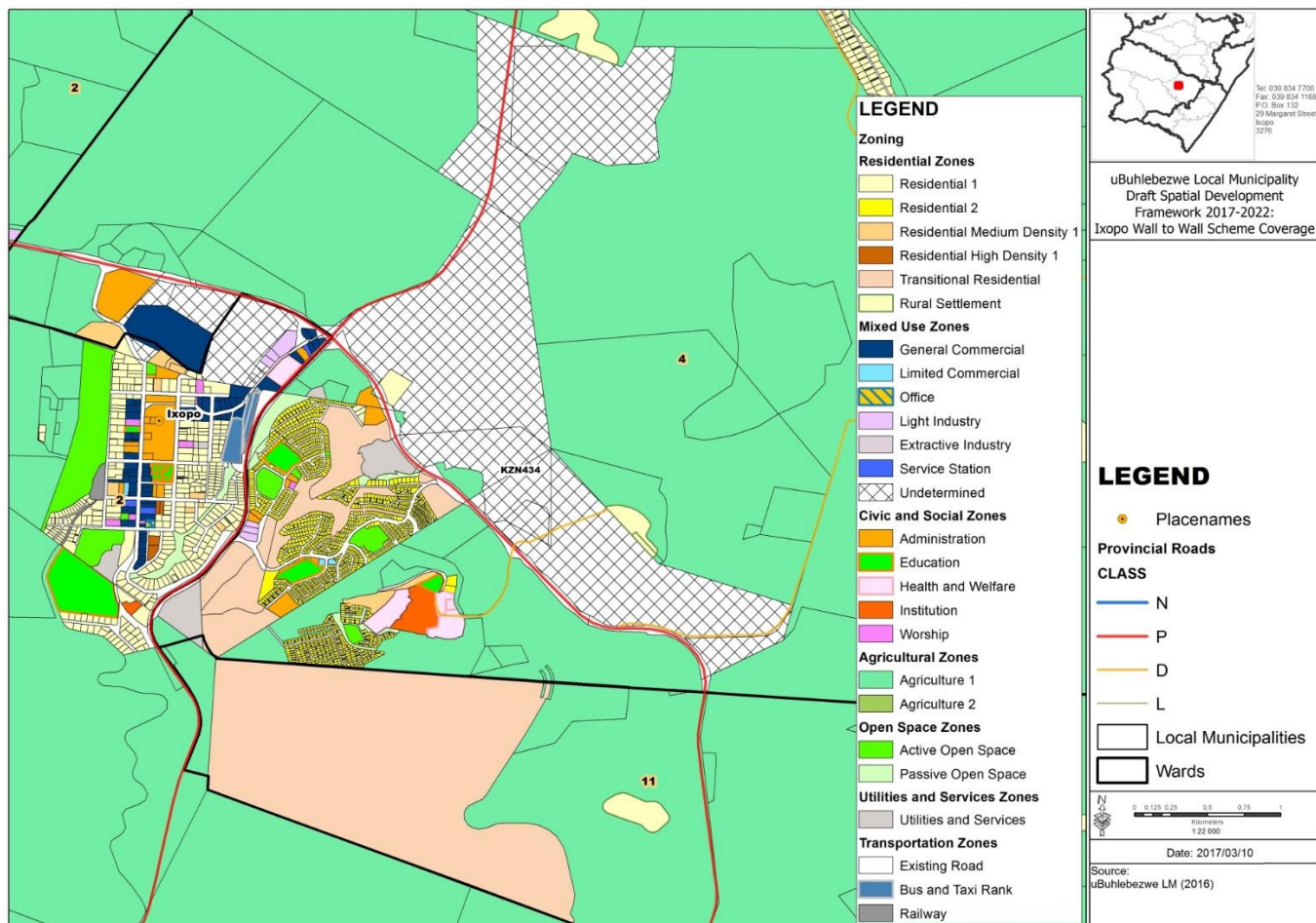
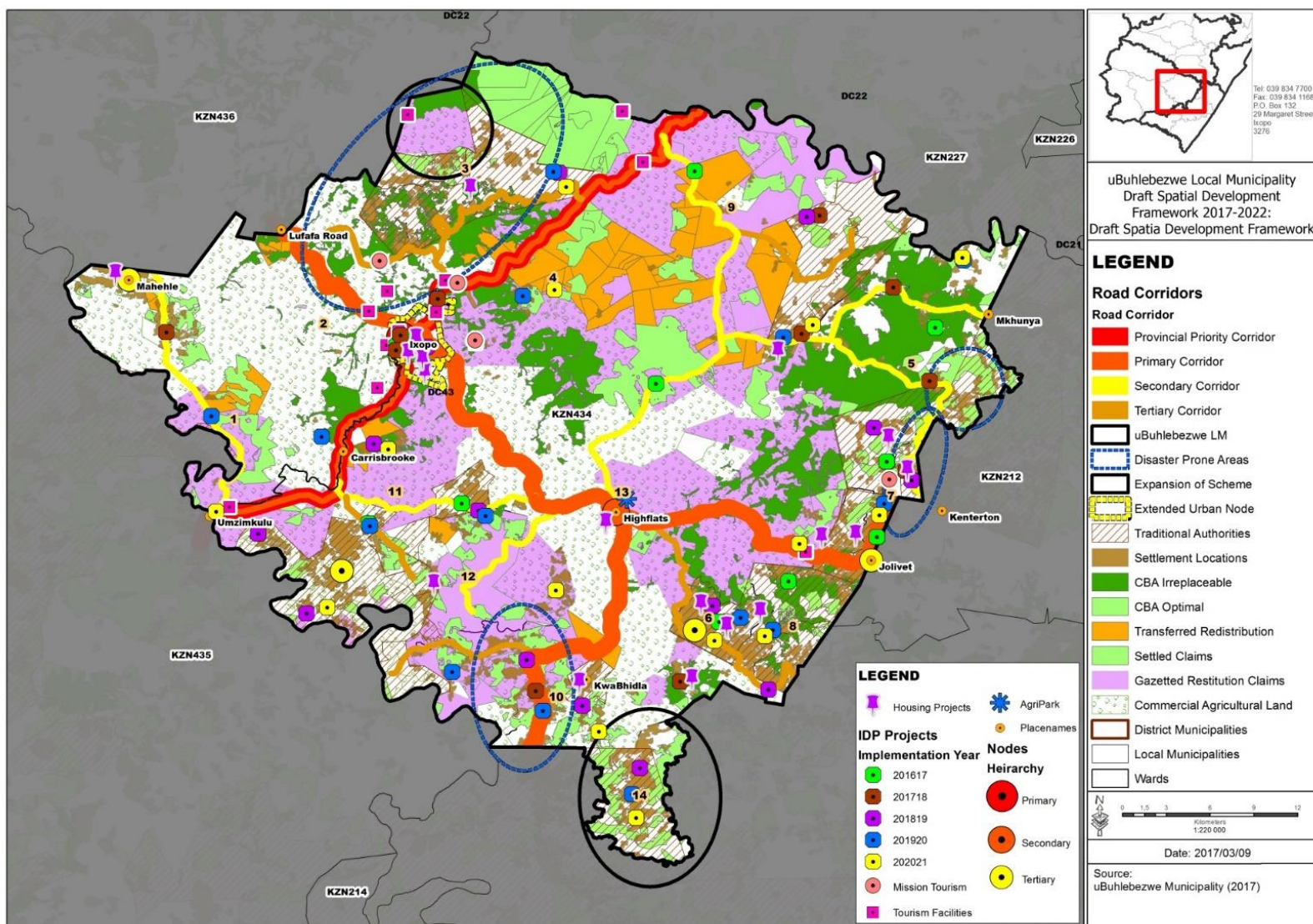


Fig 66: Spatial reconstruction of the municipality



**Fg 67 : Location and nature of both public and private development within the municipality**



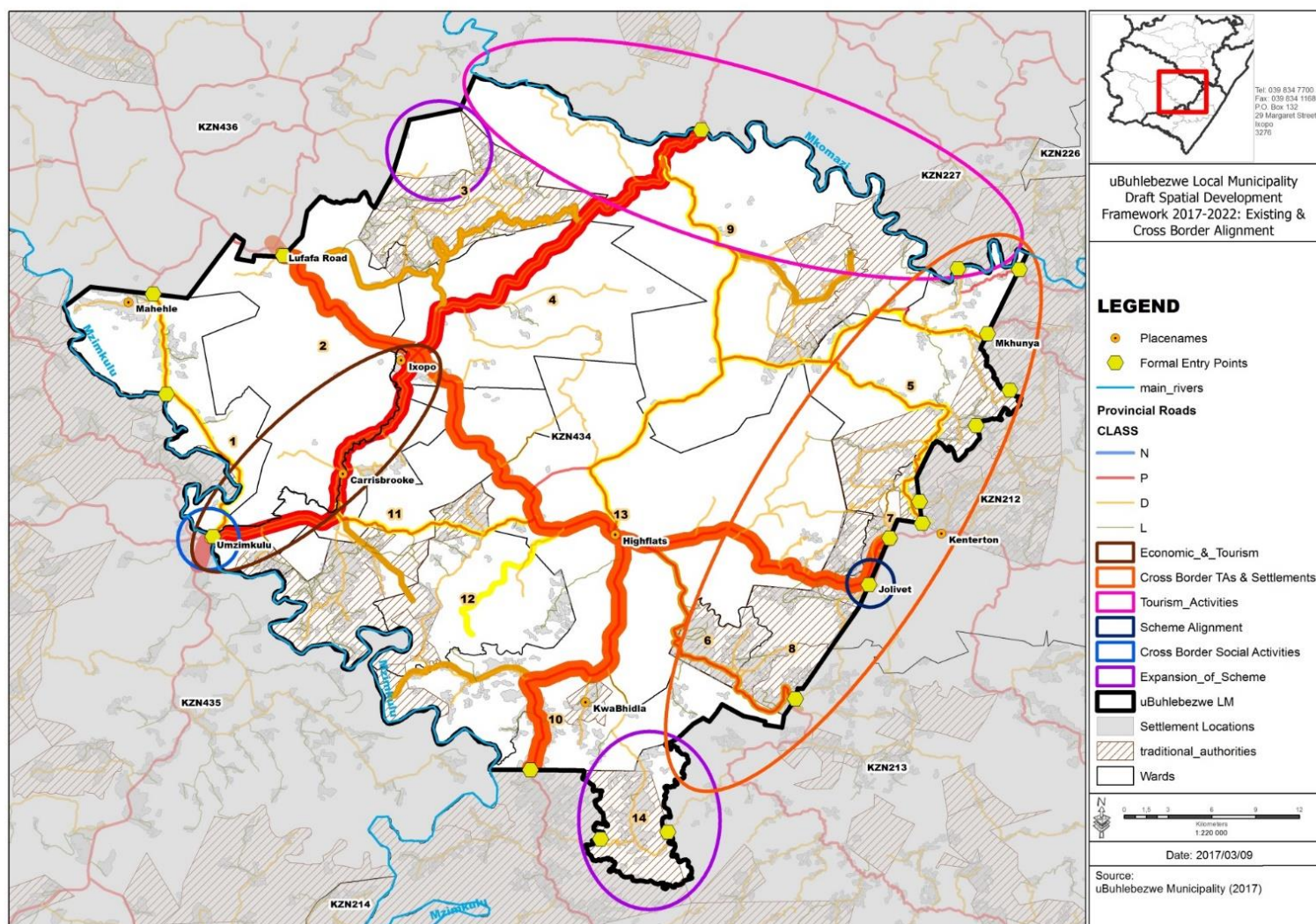


Fig 68: Spatial alignment with neighbouring municipalities

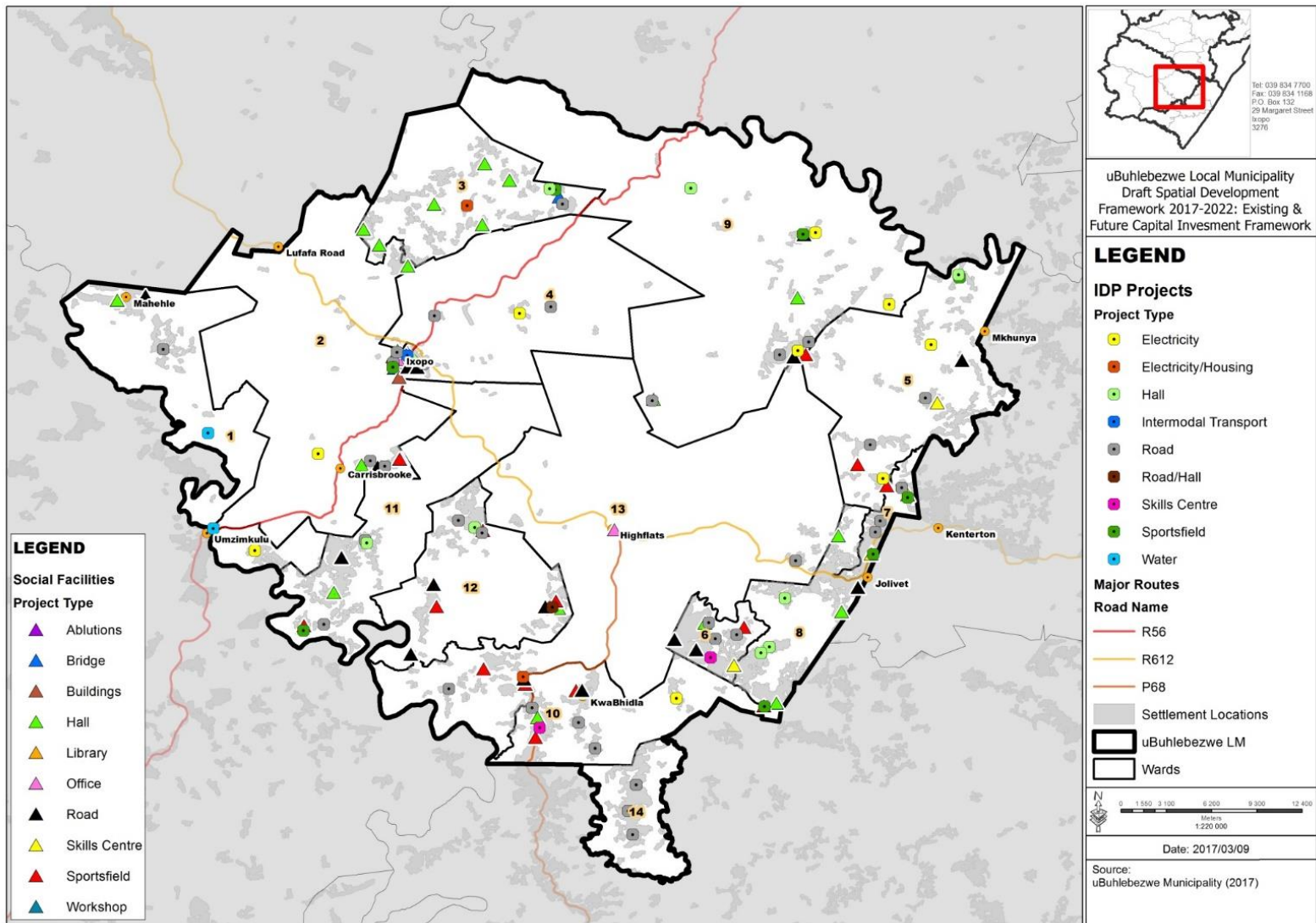
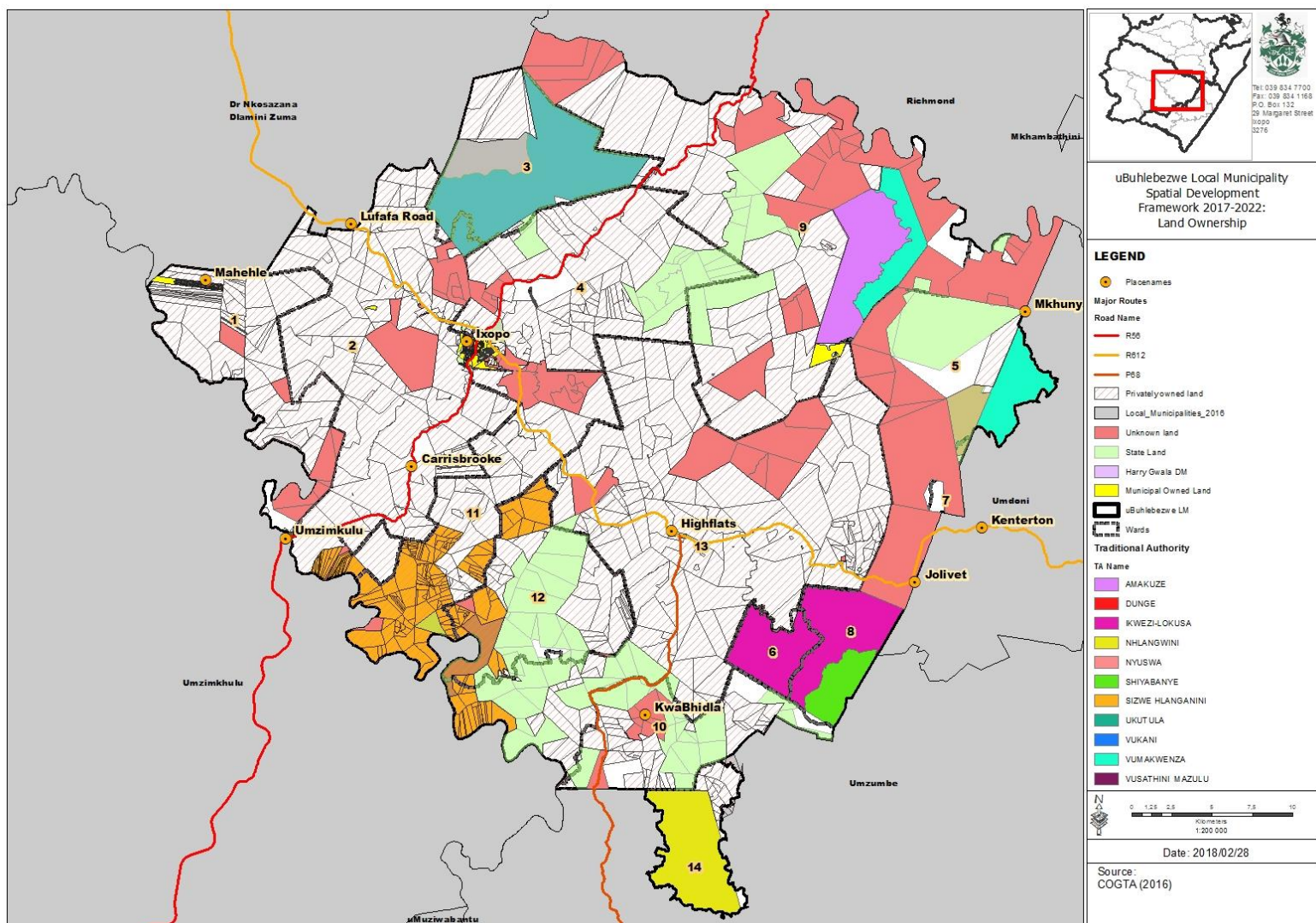
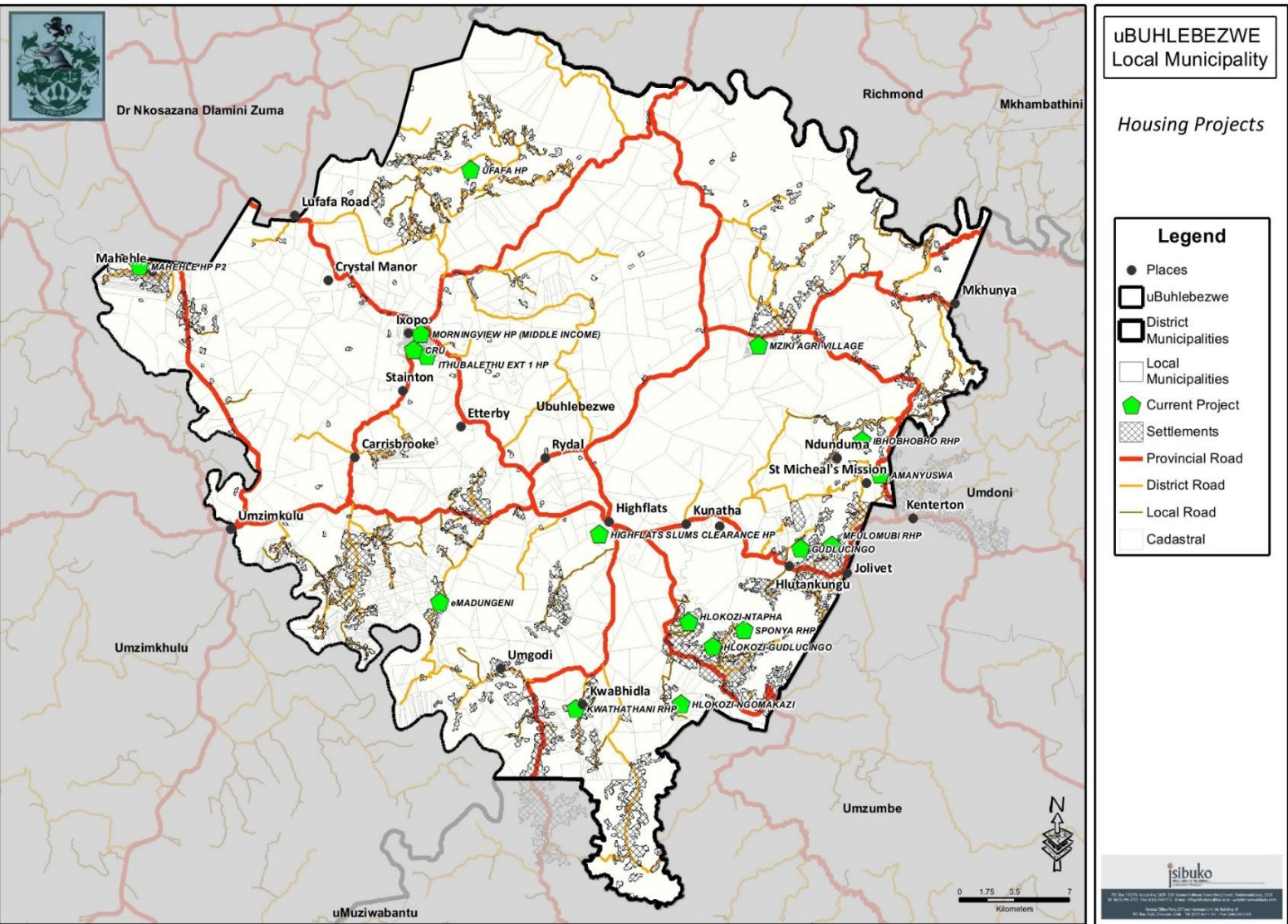


Fig 69: Existing and future development



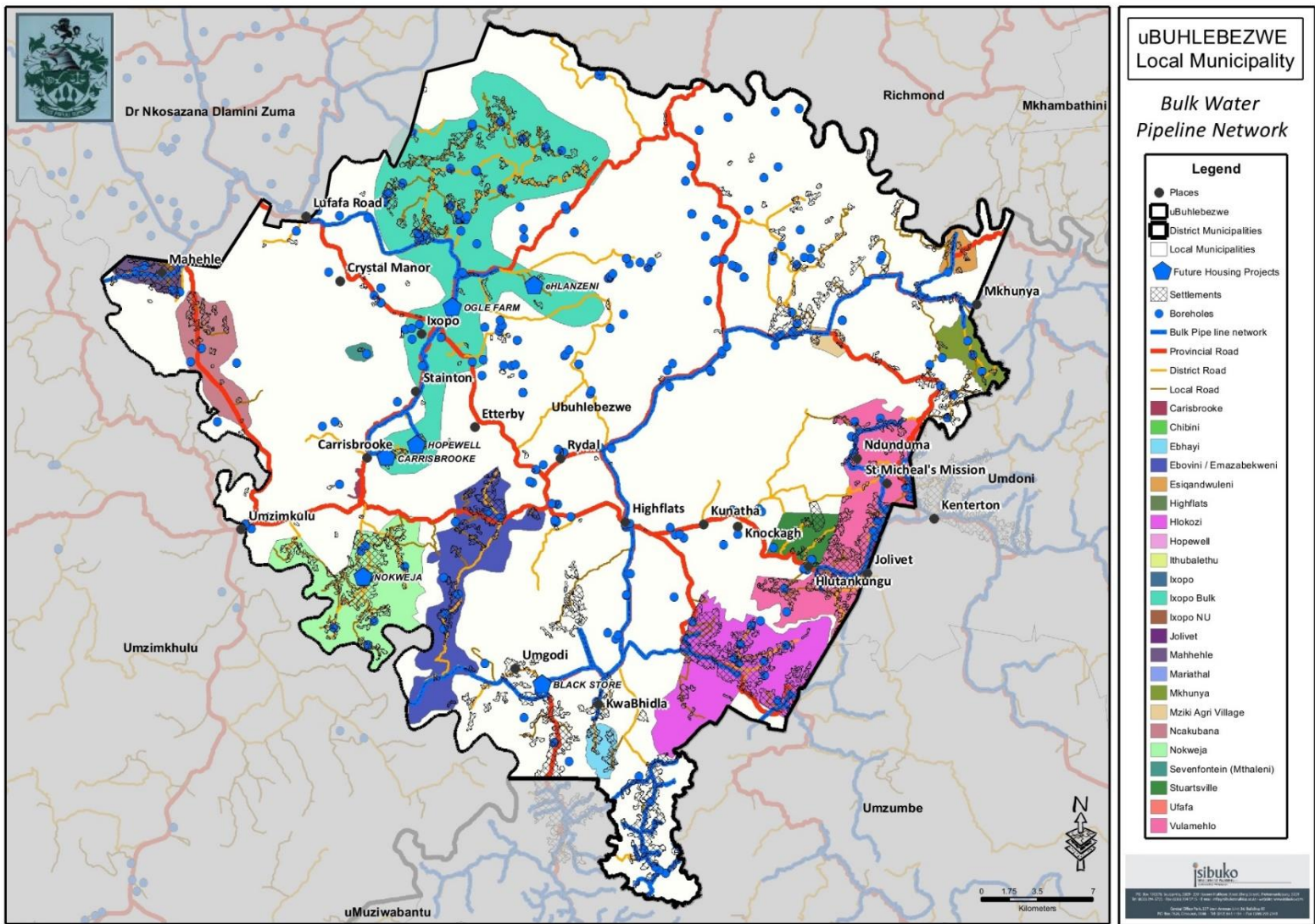


Fg 70: land ownership

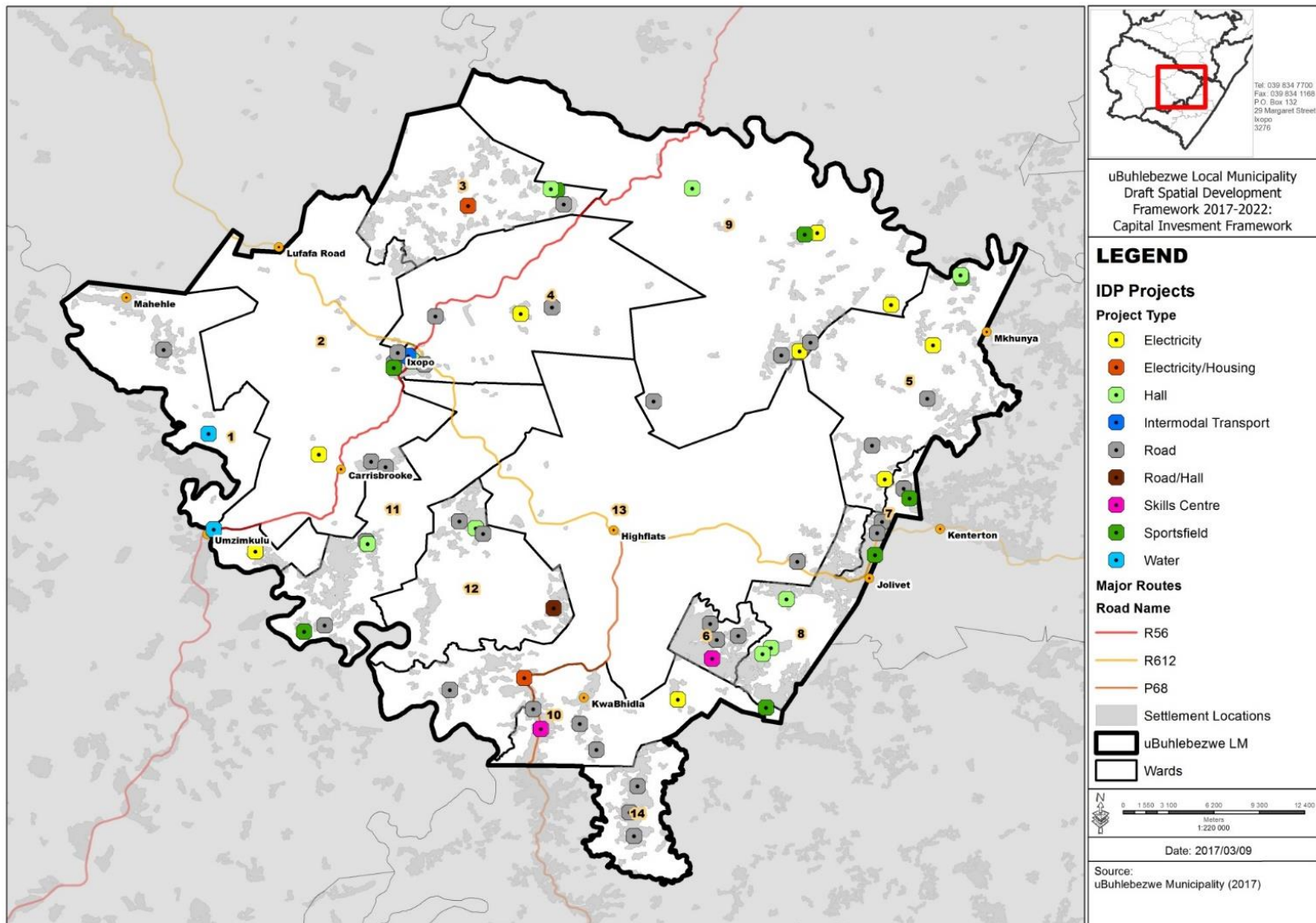


**Fg 71: strategic interventions**





Fg 72: Strategic Intervention



Fg 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

## 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  Nxele 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	Hopewell to Carrisbrook road
3	Electrification & Housing (Ofafa)		Ofafa Housing	Sgedleni Hall	Magidigidi road
4	Morningside Hall (Soweto) – ph2	Sprenza Road	Fairview Roads	Electricity in Mandilini	Shezlop road
5	Electrification (Mkhunya) – Ph 1 Electrification (Mkhunya) – Ph 2	Butateni Road Electrification (Mkhunya)	Nkweletsheni Hall	Sinqandulweni Sports field	Siqandulweni Hall
6	Msenge Road	120 infills, Ngomakazi Electrification	Pass 4 Phungula Sportsfield	Mapo road	Hlokozi Skills Centre
7	Upgrade of JolivetSportfield	Mkhwanazi road	Shelembe Road	Masomini road	Sjoti Road
8	Madungeni Hall		Ntlosane/Stewartview electrification (Eskom)	Khambula Hall	Chibini Hall
9	Kintail Hall	Kintail Hall (end July 2017)	Mziki Electrification (Eskom)	Ko Zondi electrification (Eskom) KwaPesi road	Bayempini Mzizi Sportsfield <b>Bonizwe Hall</b>
10		Mncadi road	Nxele Road	Mhlabashane Skills Developing Centre	Nyuluka Road
11	MxolisiNgubo Rd		Kwadladla sports field (kickabout)	Plainhill hall	Nkoneni to kwaDladla road
12	Nomakhele Road		Amazabeko Hall	Mdabu Skills Centre	Mgodi /Skeyi Road  Madungeni Hall
13	Thuleshe Road		Blackstore electrification: • Mhlabashane	Magawula Road	Ntsheleni road

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
			<ul style="list-style-type: none"> <li>• Kwa Mncinci</li> <li>• Nhlamvana</li> <li>• Tsheni Lenduna</li> <li>• Sgobane</li> </ul>		
14			Ezivandeni Road	Mdibaniso Road	Dangwini Road

#### F. SDBIP

The SDBIP is attached as an annexure to the IDP.

## G. ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT:

The 2016/17 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
<b>PERFORMANCE PLANNING</b>	Citizens and communities Councillors Executive Committee Executive Management Employees Organised Labour IDP processes	Ward Committee Councillors Municipal Manager	<b>Concurrent with development of priorities and objectives of IDP</b>
<b>MEASURING (Setting of KPI's and targets)</b>	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	<b>Concurrent with development of priorities and objectives of IDP</b>

PROCESS	WHO/STRUCTURE	RESPONSIBLE PERSONS TO ASSIST WITH FUNCTION	TARGET DATE
<b>MONITORING</b>	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	<b>Continuously</b>
<b>REVIEWING</b>	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	<b>Quarterly</b> ▪ July – Sept. ▪ Oct. – Dec. ▪ Jan. – March ▪ April - June
<b>REPORTING</b>	<b>Council</b> <b>Municipal Manager</b> <b>Performance Committee</b> <b>Internal Auditors</b> <b>PMS Core Project Team</b> <b>Finance</b>	<b>PMS Core Project Team</b> <b>Department of Development Planning and Local Government</b> <b>Auditor General</b>	<b>Quarterly and annually</b> ▪ 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
<b><u>Community and stakeholders</u></b>	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.	<b>Review of the municipality's performance in relation to the key performance indicators and performance targets set by the municipality.</b>
<b><u>The Mayor</u></b>	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	<b>The responsibility for the measurement and review of the performance and performance management system</b>
<b><u>Executive committee</u></b>	The responsibility for the development, of the performance management system		The responsibility for the monitoring of implementation of the performance management system	<b>The responsibility for the measurement and review of the performance and performance management system</b>
<b><u>Municipal Council</u></b>	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	<b>The responsibility and accountability for the measurement and review of the performance and performance management system</b>
<b><u>Municipal Manager</u></b>	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	<b>The responsibility for the measurement and review of the performance and performance</b>

Stakeholders	Planning	Implementation	Monitoring	Review
		operations of the municipality		<b>management system</b>
<b><u>Municipal Officials</u></b>	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	<b>Municipal employees provide technical expertise throughout the performance cycle from their different jobs, functions and contexts in the review system</b>
<b><u>Organised Labour</u></b>	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	<b>Participate in the public review of the performance management system</b>
<b><u>Service Providers</u></b>	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	<b>Review projects that are integrated into the IDP and which are subject to the municipalities' PMS</b>
<b><u>Sisonke District Municipality</u></b>	<b>The CDM plays a vital role as a partner throughout the performance management cycle of the IDP</b>			
<b><u>Organised Local Government</u></b>	Ensures the system complies with legislation and assists with training		Monitors and promotes co-operate governance	<b>Review and promotes co-operate governance</b>
<b><u>MEC for Local Government</u></b>	Provides financial management		Monitors and improves the system,	<b>Reviews and improves the system,</b>



Stakeholders	Planning	Implementation	Monitoring	Review
	support for the system		promotes co-operative governance	<b>promotes co-operative governance</b>
<b><u>Minister for Provincial and Local Government</u></b>	Regulates PMS for municipalities and provides funding support			<b>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.</b>
<b><u>Auditor-General</u></b>			<b>Monitors, investigates and queries fiscal matters and investigates and reports to Council, MEC and Minister</b>	<b>Reviews the system, KPI's and performance targets annually</b>

### 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

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

#### 4. Planning, Implementing, Monitoring, Reviewing & Reporting

Planning	Implementing	Monitoring	Reviewing & reporting
<b>MUNICIPALITY</b>			
<b>Municipal Manager/Line Management</b>			
<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 &amp; PMS – make it a reality</p>	<p>Regularly monitor the implementation of the IDP &amp; 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>
<b>Employees</b>			
<p>Contribute ideas to the integrated development plan</p>	<p>Implement the IDP &amp; 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
<b>Organised Labour</b>			
<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 &amp; 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
<b>AUDITING</b>			
<b>Internal &amp; external auditors</b>			
		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

<b>Performance Audit Committee</b>			
		<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>
<b>Auditor General</b>			
			<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>
<b>CITIZENS &amp; COMMUNITIES:</b>			
<b>Civics/Community Based Organisations/Ward Committees/NGOs/Businesses &amp; Organised Business</b>			
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
<b>PARTNERS: Public Partners/Private Partners/Service Providers</b>			
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.

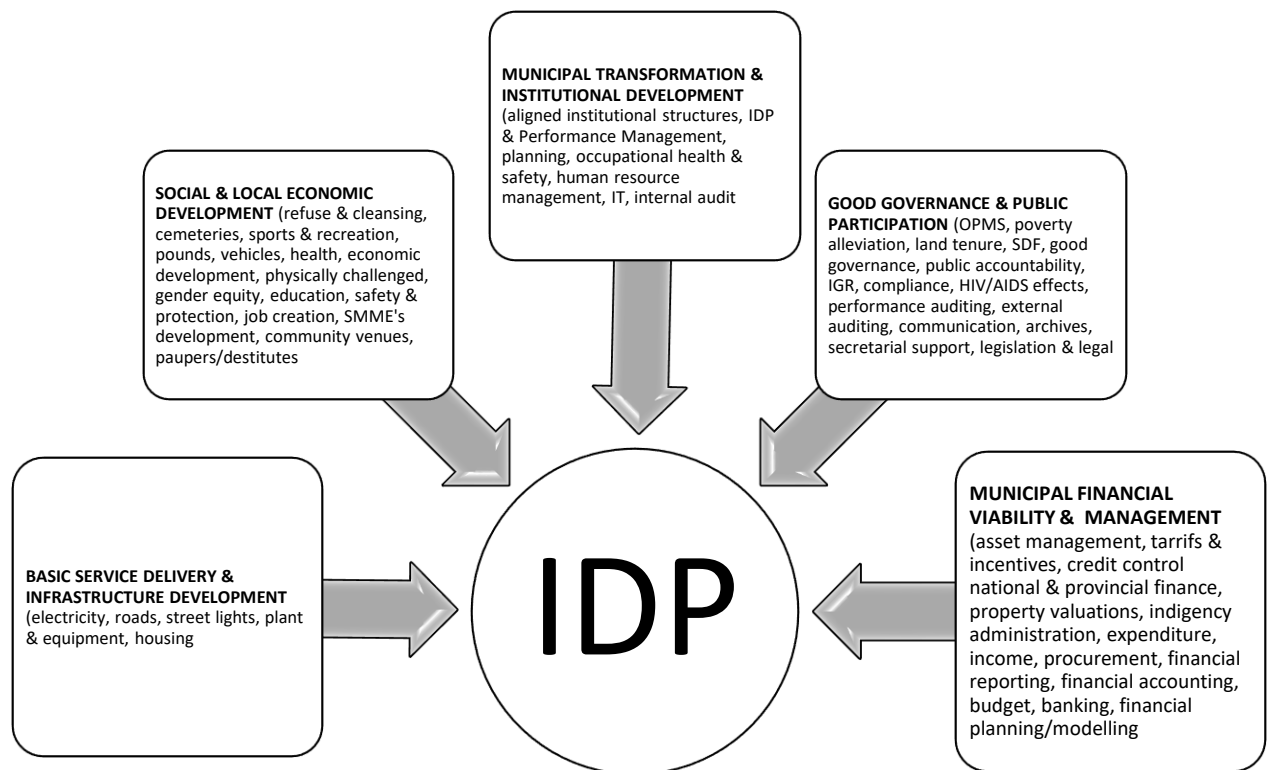
A performance management system **must be adopted before or at the same time as the commencement by the municipality of the process of setting key performance indicators and targets in accordance with the its integrated development plan.**



## 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
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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 <sup>st</sup> quarter		2 <sup>nd</sup> quarter		3 <sup>rd</sup> 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	Weighting
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	
<b>Total</b>	<b>100%</b>

### 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"> <li>• Review performance more often, such that they can intervene promptly on operational matters where poor performance or the risks thereof occur.</li> <li>• 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.</li> <li>• Review performance prior to being conducted by standing, <b>portfolio or committees</b>.</li> </ul>
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
<b>Inappropriate structure</b>	<b>Restructuring</b>
<b>Poor systems and processes</b>	<b>Process and system improvement</b>
<b>Lack of skills and capacity</b>	<b>Training and sourcing additional capacity</b>
<b>Inappropriate organisational culture.</b>	<b>Change management and education programmes</b>
<b>Absence of appropriate strategy</b>	<b>Revision of strategy by key decision-makers Alternative service delivery strategies</b>

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 1<sup>st</sup> 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

<b>BACK TO BASICS PILLAR</b>	<b>UBUHLEBEZWE OPMS KPA'S</b>
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:

- **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"> <li>Graduate &amp; Post Graduate Programme (UKZN)</li> <li>Provincial RLED Summit - date be announced</li> <li>Summer School Programme (UKZN)</li> <li>RLED Capacity Building Workshops for Municipalities (Councillors, LED Port Folio Committee members and LED practitioners and officials)</li> </ul>
<ul style="list-style-type: none"> <li>Project funding &amp; support information sharing</li> <li>Business plan concept input</li> <li>Business plan input</li> <li>Financing advice</li> <li>Funding Stakeholder &amp; application facilitation</li> <li>Project &amp; contract management services for implementation projects</li> </ul>	<p>Technical assistance and referrals with potential funding partners &amp; institutions which include the following and others:</p> <ul style="list-style-type: none"> <li>External Prov &amp; Nat Sector Departments &amp; Entities – Agribusiness Development Agency (ADA)</li> <li>Commercial Banks – loan finance for established businesses and SMME's</li> <li>Anglo American &amp; Mondi Zimele – soft loans</li> <li>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)</li> <li>Development Bank of South Africa (DBSA) – Various Funding Instruments:- Energy and Environment Partnership Grant; Jobs Fund; Renewable Energy Market Transformation (REMT)</li> </ul>

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

- **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
			<b>3 000 000,00</b>				
KZ434	<a href="#">C434/</a>	Civil material	200 000				2019/04/01
KZ434	<a href="#">C434/3720</a>	Maintenance contract - zone 1	15 000 000				2019/04/01
KZ434	<a href="#">C434/3721</a>	Maintenance contract - zone 2	15 000 000				2019/04/01
KZ434	<a href="#">C434/3722</a>	Maintenance contract - zone 3	15 000 000				2019/04/01
KZ434	<a href="#">C434/3723</a>	Maintenance contract - zone 4	15 000 000				2019/04/01
KZ434	<a href="#">C434/3724</a>	Maintenance contract - zone 5	18 800 000				2019/04/01
			<b>79 000 000,00</b>				
KZ221	<a href="#">C434/</a>	Zibambele - Materials	200 000				2019/04/01
KZ221	<a href="#">C434/</a>	Zibambele - Contractors	10 000 000				2019/04/01
			<b>10 200 000,00</b>				
KZ434	<a href="#">C434/3795</a>	Re-gravelling of L1106,P73,L1780 0-14.6	3 000 000	14,60			2019/04/01
KZ434	<a href="#">C434/3798</a>	Re-gravelling of D958, D960, DD68, L1773 from 0 - 20.3	2 500 000	20,30			2019/04/01
KZ434	<a href="#">C434/4859</a>	Re-gravelling of L2881 from 0 - 2	400 000	2,00			2019/04/01
KZ434	<a href="#">C434/4861</a>	Re-gravelling of L1884 from 0 - 3.4	750 000	3,40			2019/04/01
KZ434	<a href="#">C434/4862</a>	Re-gravelling of D1051 from 0 - 3	1 200 000	3,00			2019/04/01
KZ434	<a href="#">C434/4863</a>	Re-gravelling of D1101 from 0 - 6.8	1 800 000	6,80			2019/04/01
KZ434	<a href="#">C434/4871</a>	Re-gravelling of D738 from 0 - 6.9	1 600 000	6,90			2019/04/01
KZ434	<a href="#">C434/4944</a>	Re-gravelling of L2819 from 0 - 3.5	1 000 000	3,50			2021/04/01
KZ434	<a href="#">C434/4946</a>	Re-gravelling of D1037 from 0 - 3	900 000	3,00			2019/04/01
KZ434	<a href="#">C434/4947</a>	Re-gravelling of D84 from 0-1	300 000	1,00			2019/04/01
KZ434	<a href="#">C434/4948</a>	Re-gravelling of D746 from 0 - 1	750 000	1,00			2019/04/01
			<b>14 200 000,00</b>	<b>65,50</b>			
		<b>Total</b>	<b>106 400 000,00</b>				

## 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



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

## 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