



UGU 2017/2018 ANNUAL REPORT

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CHAPTER 1 – MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR'S FOREWORD

1. Foreword by the Mayor

The Municipality has actively reaffirmed its commitment to the 2016 Local Government Elections Manifesto which is the Programme of Action for the current Council's political term of office.

As this year marks twenty-two (22) years of democratic local government this calls for all of us to reflect on the road we have travelled towards creating a better life for all citizens through provision of service over the years. The system of local government has not only survived a fundamental restructuring over the past twenty-two years but has also made great strides towards extending service delivery and development to marginalised communities. Apartheid has left its imprint on human settlement, municipal infrastructure and transformation of these injustices requires an understanding of the historical impact the apartheid system had on local government development of certain communities.

Our municipality has made remarkable in-roads towards extending water and sanitation services to communities who had no access and provided economic opportunities by bringing jobs nearer to their areas of residence through our growth development initiatives. We still cannot stay at the comfort of these achievements as voices of the destitute communities are still echoing. And as a caring sphere of government, we shall ensure that no-one is left out and our leadership is resolute in ensuring a better life for all our communities to creating a better life for all.

Our task, going forward, is to work tirelessly in addressing the triple challenges of poverty, unemployment, and inequality. It is for this reason that part of our programme of action is to mobilize our resources towards poverty alleviation programmes as our collective response to the challenges faced by the communities. However, we need to change course as we continually strive to become an equitable, non-racial, prosperous, non-sexist and just society. Shifting course will require commitment and dedication from all who make this district their home. Extraordinary effort is demanded of all of us to work towards building a more equitable society, where everyone is cared for and none neglected.

Our key focus has been that of accelerating service delivery of water and sanitation services to our communities and the eradication of poverty. And we are determined to overcome whatever challenges we encounter in pursuit of this noble course.

This report will show that the municipality has continued to implement its Revenue Collection Strategy in a manner that builds confidence of residents. The people of Ugu District expect the municipality to provide uninterrupted water and sanitation services which requires full cooperation of our residents

through the payment of municipal services. We are making all strides towards mitigating risks; improvements of our billing systems; improvement of our water infrastructure and bettered municipal financial management which all culminated in us receiving a Qualified Audit Opinion from the Auditor-General.

We also have not departed from our deliberate efforts to actively intervene on the plight faced by local small businesses through ring-fencing 30% of total procurement to Ugu District-based companies which will increase participation of local businesses to the economy of the District.

We still place a high emphasis on the Expanded Public Works Programme (EPWP) which is part of the municipality's poverty alleviation programme tailored to absorb many within our communities into sustainable jobs. We also adopted an aggressive approach to encourage establishment of cooperatives as an easy-to-create business entity that can help numbers of people to get out of the ranks of the unemployed to self-employment.

Our journey continues, towards improving the lives of our communities through enhancing our efforts of delivering basic services. As we look forward towards the 2019 General Elections, we reiterate our unwavering allegiance to the core imperatives of the Freedom Charter and proudly proclaim our readiness to accelerate the radical transformation of economy to bring about an equitable, just, and inclusive District.

Cllr MA Chiliza

Mayor: Ugu District Municipality

COMPONENT B: EXECUTIVE SUMMARY

1.1. Municipal Manager's Overview

The downturn in the global economy has affected investment in our country which has placed government spending in the spotlight. As Local Government we are unable to generate adequate funding to meet our Service Delivery commitments and are dependent on the National fiscus to supplement funding for key infrastructure development.

Our core mandate of Water and Sanitation requires an injection of “serious” money for both maintenance of existing infrastructure and provision of new infrastructure. Our coverage of access to water 87% and sanitation, at 71% is an improvement, but more needs to be done to reach total coverage.

The increase in capacity at Boboyi Water Works and Umtamvuna Waterworks from 54 to 87 ML and 20 to 30ML per day respectively will provide stability of supply especially during peak seasonal periods.

All our water schemes in our rural areas must be brought to function-ability so that communities can live in dignity.

One of our priorities must be to source funding and commence with the construction of the Harding Weza Dam to deal with increase in demand in this area.

We must also be firm in our resolve to commit funding to our operation and maintenance of water and sanitation infrastructure. Water supply challenges due to ageing infrastructure has to be addressed urgently. Our non-compliance with Environmental legislation is cause for concern and “sewer spillages” occasioned by ageing infrastructure is becoming a major challenge.

Our IDP, whilst reflecting the will of our communities has to be realistic and achievable. It must be also informed by our financial strength and should primarily focus on our core mandate of water and sanitation in terms of service delivery. We cannot be characterised as being “big on promises” and “small on delivery”. We need to find innovative funding and service delivery mechanisms to give effect to our IDP.

Our financial viability is now under serious strain and needs urgent attention. Whilst it is acknowledged that the economy is constraining disposable income, we have to be financially astute in our governance. A financial recovery plan is necessary to ensure the continued sustainability of the Municipality. Our focus must be on essential expenditure and all non – essential expenditure has to be curtailed or cancelled.

All non-core activities should be left to local municipalities with District only providing support and co-ordination.

A major cost driver which is on the radar but not being given effect to is the reduction in personnel costs. We cannot sustain our present staff complement and we have no option but to look at reduction through various legislated mechanisms. Management must find ways to improve productivity and work smarter. This matter of fiscal austerity needs urgent immediate attention.

Our revenue collection must yield greater dividends if we are to be a “going concern”. Our Billing problems during the year under review made matters worse and added to our financial challenges. Non – revenue water must be decreased and all attendant challenges viz. meter reading, meter replacement, illegal connections and non-payment must be resolved. Our monthly average collection rate and “debt book” is far from satisfactory.

The illegal labour disruptions have negatively impacted on the Municipality in terms of both finances and service delivery. These illegal activities by labour is detrimental to our existence and it is hoped that the present facilitation by the Provincial Government will yield positive results.

Our Audit Opinion of an adverse report for the 2017/18 financial year is totally unacceptable and a serious indictment on the administration of the Municipality.

This report brings into question the capacity of the present administration to execute its core mandate functions according to legislative prescripts.

The Municipality has developed a “Turn Around Plan” to address the findings of the Auditor General and other “going concern” issues.

Management has committed to ensure that an extra – ordinary effort is sustained to ensure a positive Audit Outcome for 2018/19.

Notwithstanding our financial challenges, as a district municipality we need to play a co-ordinating role and provide support to the local family of municipalities were possible. We are presently providing Shared Services of

- Audit Committee
- G.I.S
- Disaster Management

The completion of phase 2 of the Disaster Management Centre should enhance our capability to assist and co-ordinate disaster management in the district. We do have a functional IGR Policy which promotes high levels of collaboration among all spheres of government.

Our two entities the Ugu South Coast Tourism (USCT) and Ugu South Coast Development Agency (USCDA) are well grounded in implementing their respective mandates. These public private partnerships are yielding expected outcomes and must strive to become self – funding.

Our cordial and collaborative relationship with our Amakhosi is a very positive influence in our stakeholder management. Sharing platforms at public and community engagements provides avenues to agree on a common development trajectory.

As we commit to focus on our core mandate and make service delivery our daily diet, we must ensure that we use all available opportunities to involve our communities in the affairs of local government.

All formations that champion the well-being of our communities must be embraced in a productive working relationship so that we create a tomorrow that is better than today for all our people.

"IF YOU WANT TO WALK FAST WALK ALONE

BUT

IF YOU WANT TO WALK FAR

WORK TOGETHER"

"RATAN TATA"

D D NAIDOO

MUNICIPAL MANAGER

Population Details					
Age in completed years	Population in 2013	Population in 2014	Population in 2015	Population in 2016	Population in 2017
0-19	333 827	329 186	325 422	322 514	317 740
20-34	174 222	175 733	175 541	173 509	173 897
35-49	99 606	99 240	99 177	99 699	100 598
50-69	89 716	90 335	90 716	90 812	90 416
70-79	23 490	23 575	23 677	23 785	23 840
80+	11 204	11 311	11 454	11 640	11 665

1.2. Municipal Functions, Population and Environmental Overview

Year	Housing Backlog as proportion of current demand	Unemployment Rate	Proportion of Population in Low-skilled Employment	HIV/AIDS Prevalence
2017/2018	59 868 units	29.1%	33403 as of 2015 (Formal employment)	19.1% (2015 stats estimate) 87 349 people on ART

Table 1.2.4

MUNICIPAL MAJOR NATURAL RESOURCES OVERVIEW

The Municipality has taken a major focus on environment, considering the fact that environmental management issues are a major item of discourse across the globe. The municipality enjoys the natural resources tabulated below within its area of jurisdiction hence such resources ought to be managed properly through the development and implementation of a number of specific environmental management plans and capacitated institutional plan.

In extension to the district municipality, some local municipalities within the district are performing some of the Environmental Management functions with the district playing an oversight role

Natural Resources	
Major Natural Resource	Relevance to Community
Coast	Tourism, recreation and aesthetics, religious beliefs, source of livelihood (food, employment and income), research and education
Biodiversity	Tourism, recreation and aesthetics, religious beliefs, source of livelihood (food and income), research and education, traditional health (medicine)
Air quality	Clean and safe environment, human health, education
Water resources	Domestic and industrial use, recreation, source of livelihood, education and research
Land	Agriculture, human settlements, resources for human consumption, source of power and human contentment

The Coast

Ugu District Municipality, in its Growth and Development Strategy identifies the coast as a major tourism attraction to the Lower South Coast. Further to tourism, the strategy identifies the coast as a source of livelihood for many families who depend on marine resources to cater for their families and access to employment opportunities.

Biodiversity

Like the coast, biodiversity is also used to attract tourism to the district. There are features of the district biodiversity that have been exploited and redesigned for tourism attraction. Apart from tourism the district biodiversity is also used for religious beliefs, livelihood, research and education as well as traditional health.

Air Quality is used to promote a clean and safe environment as well as for education.

Water Resources are used for domestic and industrial purposes, recreation, as a source of livelihood as well as for education and research

Land is one of the primary resources for agriculture, human settlements, resources for human consumption, source of power and human contentment. The district has therefore developed a number of policies to guide sustainable use of land.

1.3. Service Delivery Overview

1.3.1 Service Delivery Introduction: Water and Sanitation

Distribution of households by type of toilet facility and municipality, CS 2016

District and local municipality	Flush toilet connected to a public sewerage system	Flush toilet connected to a septic tank or conservancy tank	Chemical toilet	Pit latrine/toilet with ventilation pipe	Pit latrine/toilet without ventilation pipe	Ecological toilet (e.g. urine diversion; enviroloo; etc.)	Bucket toilet (collected by municipality) - Bucket toilet (emptied by household)	Other	None	Total
DC21: Ugu	36 356	6 044	14 590	63 201	28 637	3 853	5 760	9 140	7 565	175 146
KZN212: Umdoni	8 312	1 636	5 615	6 940	4 602	10	3 242	3 305	1 771	35 433
KZN213: Umzumbi	351	428	4 309	13 643	3 868	1 045	1 321	2 478	689	28 132
KZN214: uMuziwabantu	1 728	206	2 338	11 406	1 603	972	436	2 165	318	21 172
KZN216: Ray Nkonyeni	25 965	3 774	2 328	31 212	18 564	1 825	762	1 193	4 787	90 409

1.4. Financial Health Overview

1.4.1 Financial Overview: Current Situation; Opportunities and Challenges

Financial Overview: 2017/2018 R' 000			
Details	Original budget	Adjustment Budget	Actual
Income:			
Grants	713 631 880	713 366 551	714 519 337
Taxes, Levies and tariffs	429 071 445	355 328 615	325 342 983
Other	31 825 452	9 326 437	25 305 422
Sub Total	1 174 528 777	1 078 021 603	1 065 167 742
Less: Expenditure	859 535 546	832 884 172	1 057 952 458
Net Total*	314 993 231	387 461 772	7 215 284
Table 1.4.1			

Operating Ratios	
Detail	%
Employee Cost	35.28%
Repairs & Maintenance	1.56%

Finance Charges & Impairment	0.98%
Table 1.4.2	

Total Capital Expenditure: 2016/2017 to 2017/2018			
R'000			
Detail	2016/2017	2017/2018	2017/2018
Original Budget	368 747 000	362 325 304	362 325 304
Adjustment Budget	369 147 000	343 195 103	343 195 103
Actual	353 253 546	316 465 509	316 465 509
Table 1.4.3			

1.5. Organisational Development Overview

The municipality finalised and adopted a new organogram in October 2017. This section therefore gives a thorough analysis of the new organogram and the vacancy rates within the institution. The current number of employees employed by the Ugu municipality is 902 as broken down in the table below. The total amount spent on the salaries averages to R17 – R18 million per month and R 2 million is allocated to overtime. The employee costs will be further analyzed under the Financial Viability section.

Table 1.5.1: Ugu District Employees per Department

Source: Ugu District Municipality Corporate Services, 2017

Department	Number of Employees
Water Services	612
Infrastructure and Economic Development	30
Budget and Treasury	94
Corporate Services	90
Municipal Manager's Office	76
Table 1.5.1	

The organogram currently has 910 positions approved with only 902 filled making the vacancy rate 0.8.% (including budgeted and unbudgeted vacancies). In terms of the age analysis of the Ugu District Municipality's employees, it is broken down as per table 1.5.2.

Age group	Number
22 - 35	162
36 – 45	312
46 – 55	332

56 – 60	63
61 – 65	33
Table 1.5.2	

What emerges from the age analysis of the employees of Ugu District Municipality is that a total number of 96 employees are within a retirement bracket. This amounts to 10.5% of the total positions filled in the municipality. In the table below; Ugu District Municipality age analysis is further analysed with the age brackets and positions held.

Ugu District Employees per Age Group and Positions held.

Post Level	22-35	36-45	46-55	56-60	61-65	Total
0 – Municipal Manager	0	0	0	1	0	1
1 - General Managers	1	2	0	0	0	3
2- Senior Managers	0	4	1	1	1	7
3 - Managers	5	15	3	2	1	26
4 - Officers	8	24	5	2	1	40
5 - Practitioners	10	6	1	2	0	19
6 - Accountants/ other professionals	14	25	17	0	3	59
7 - Foremen / Personal Assistants	2	6	8	1	1	18
8 - Senior clerks, secretaries	3	4	1	0	0	8
9 - Clerks, operators Class 3, admin assistant	50	59	36	7	9	161
10 - Office Clerks	12	14	9	0	1	36
11 - Customer care clerks, VTS supervisors	11	14	11	0	1	37
12 - Operators Class 2, receptionist	5	11	11	1	2	30
13 - Drivers, machine operators	15	33	23	10	4	85
14 - Operators Class 1, Senior shift workers	6	21	11	7	1	46
15 - Handyman, shift workers	5	3	9	4	2	23
16 - Plant reproduction assistant	0	0	0	1	0	1
17 - General Workers Grade 1	0	1	3	1	3	8
18 - General workers, Filing clerks, General assistants	36	108	115	25	10	294
Totals	189	350	260	63	40	902

1.6. Auditor General Report 2017/2018 (Highlights)

The audit opinion shows a regression to an adverse opinion. The Auditor General could not find comfort that the financial statements presented fairly, in all aspects the financial position of the municipality.

Issues from prior year with property, Plant and Equipment, as well as Revenue remain challenges and for the first time, insufficient supporting information could not be presented with regards to provision of water to communities through mobile tankers, thus leading to the AG being unable to give a favourable opinion. A detailed report is outlined below as an Appendix S.

STATUTORY ANNUAL REPORT PROCESS

No.	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period	September
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	Q1: July – Sept Q2: Oct – Dec Q3: Jan – March Q4: April – June
3	Finalise the 4th quarter Report for previous financial year	July
4	Submit draft year 2017/2018 Annual Report to Internal Audit and Auditor-General	August
5	Municipal entities submit draft annual reports to MM	December
6	Audit/Performance committee considers draft Annual Report of municipality and entities (where relevant)	December
9	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General	August
10	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	December
11	Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data	October
12	Municipalities receive and start to address the Auditor General's comments	November
13	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report	January
14	Audited Annual Report is made public and representation is invited	February
15	Oversight Committee assesses Annual Report	February and March
16	Council adopts Oversight report	March
17	Oversight report is made public	April
18	Oversight report is submitted to relevant provincial councils	April
19	Commencement of draft Budget/ IDP finalization for next financial year. Annual Report and Oversight Reports to be used as input	May

Table 1.6.1

CHAPTER 2 – GOVERNANCE

Component A: Political and Administrative Governance

2.1. Introduction to Political Governance

The Constitution of South Africa, in Section 151(3), states that a Municipality has the right to govern on its own initiative, the local government affairs of its community, subject to national and provincial legislation as provided for in the Constitution.

The Council is a legislative Political Structure which is entrusted with the oversight responsibility on matters pertaining to the developmental progress and implementation of service delivery projects. There are various Portfolio Committees as legislated through section 80 of the Municipal Structures Act 117 of 1998, that are each convened by the members of the Executive Committee who play a political oversight on various activities that are implemented by Municipal Administration Departments. All these Portfolio Committees report to the Executive Committee, whose chairperson is the Mayor, which takes decisions and resolves to recommend to Council for the implementation of service delivery matters.

The Portfolio Committees are as follows:

- Portfolio Committee on Finance
- Portfolio Committee on Water and Sanitation
- Portfolio Committee on Local Economic Development
- Portfolio Committee on Sound Governance and Human Resources
- Portfolio Committee on Special Programmes

2.1.1 Financial management and administration performance is further monitored and evaluated by the established Section 79 of the Municipal Structures Act 117 of 1998 Committees below,

- Municipal Audit Committee
- Municipal Public Accounts Committee (MPAC)

It is a legislative requirement that an Audit Committee be established which considers the Auditor General's report and its implications for internal risk management and performance audit matters. The purpose and objective of the Audit Committee is to advise the Municipal Manager on:

The members of the Audit Committee are defined in the MFMA 166(4), 166 (5) and at Ugu District Municipality, the unit of Internal Audit which is based within the Office of the Municipal Manager provides support to this committee.

The Audit Committee has the following responsibilities;

➤ **Financial Statements**

Ensure that all financial reports are complete and consistent with the information required. Review financial reports with management and the external auditors, before filing with regulators.

➤ **Internal Control**

Ensure the effectiveness of the council's internal control over annual and interim financial reporting, including information technology security and control. Understand the scope of internal and external auditor's review of internal control and obtain reports on significant findings with specific reference to the safeguarding of assets, accounting records and the maintenance of effective internal control systems.

➤ **Internal Audit**

Review with management the charter, plans, activities, organisational structure of the internal audit activity. Ensure there are no unjustified restrictions or limitations. Review the effectiveness of the internal audit activity, including compliance with the Institute of Internal Auditor's Standards for the Professional Practice of Internal Auditing. On a regular basis, meet separately to discuss any matters that the committee or auditors believe should be discussed privately.

➤ **External Audit**

On a regular basis, meet with the external auditors to discuss any matters that the committee or external audit believes should be discussed privately.

➤ **Compliance**

Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of investigations, follow-ups of any instances of non-compliance. Review the findings of any examinations by regulatory agencies, and any auditor observations. Review the process for communicating the code of conduct to Council personnel and for monitoring compliance therewith. Obtain regular updates from management and legal counsel regarding compliance matters. Assess the reliability of performance information reported and commission in-depth performance investigations where there is continued poor performance. Evaluate the committee's performance on a regular basis. Institute and oversee special investigations as needed.

Review and assess the adequacy of the committee's Charter annually, requesting Executive Committee approval for proposed changes. Confirm annually that all responsibilities outlined in this charter have been carried out. Section 14(4) (a) (iii) of the Local Government Municipal Planning and Performance Management Regulations requires that the Audit Committee submit a report to the Municipal Council at least twice a year, regarding the Performance Management System. In fulfilling its role and in carrying out its duties and responsibilities, the Audit Committee may conduct such investigations and seek from any employee or Councillor such information as it considers necessary to enable it to fulfill its functions, and all employees and Councillors are required to co-operate with any request made by the Audit Committee. The committee must consider and recommend improvements in financial control and accounting systems as well as assess extraordinary items or abnormal disclosures with specific reference to: -

➤ The annual financial statements;

-
- Accounting policies and practices;
 - Specific strategic reports;
 - External audit procedure;
 - The annual external audit report before submission to the relevant committee;
 - All Internal audit activity;
 - Compliance with law, audit and accounting standards; and
 - Reports of the Head: Investigations.

Audit committee members do not have any authority to make any decisions on behalf of the Council.

In terms of the Municipal Audit Committee's functionality and oversight process at Ugu District Municipality, the following is applicable;

- All reports requiring Audit Committee consideration shall first go to the Management Committee
- The reports shall then go to the Audit Committee which shall meet at least once every two months;
- After consideration by the Audit Committee, the reports shall be tabled to the Executive Committee, by the Chairperson of the Audit Committee or his/her nominee;

2.1.2 The municipal public accounts committee (MPAC) must report directly to Council through the Speaker: Any other form of reporting line will compromise its independence, authority and integrity. As MPAC performs an oversight function on behalf of Council it is not a duplication of, and must not be confused with either the Audit Committee or the Finance Portfolio Committee. The Audit Committee is an independent advisory body that advises Council and the Executive on financial and risk matters and can act as an advisory body to MPAC. The Finance Portfolio Committee deals with financial management issues such as budget, revenue and expenditure management as well as supply chain management. The primary function of a MPAC is to help Council to hold the Executive and the municipal administration to account and to ensure the efficient and effective use of municipal resources. It will do this by reviewing public accounts and exercising oversight on behalf of the Council.

The committee must examine:

- financial statements of all executive organs of Council;
- any audit reports issued on those statements;
- any reports issued by the AG on the affairs of any municipal entity;
- any other financial statements or reports referred to the committee by Council; and
- the Annual Report on behalf of Council and make recommendations to Council thereafter; and

The committee may

- report on any of those financial statements or reports to Council;
- initiate and develop the annual oversight report based on the Annual Report;
- initiate any investigation in its area of competence; and
- must perform any other function assigned by resolution of Council.

When the committee examines the financial statements and audit reports of a municipality or municipal entity, it must take into account the previous statements and reports and report on the degree to which shortcomings have been rectified; The committee must monitor the extent to which its recommendations and that of the AG are carried out. The outcomes and the resolutions of the deliberations of this committee must be reported to Council and made public; and It must enhance the accountability process by ensuring that there is objective political oversight, which allows for public involvement and comments in addition to other established governance committees, such as the Finance Portfolio Committee and the independent Audit Committee. MPAC, like other council committees, should solely be comprised of Councillors appointed by a full council meeting. The actual size should be determined by the size of a Council (i.e. number of Councillors), but care should be taken to ensure that members represent a wide range of experience and expertise available in Council as well as political representation. ranging between a minimum of 5 to a maximum of 12, mainly dependent on the size of the Council. In keeping with the tradition of oversight function, the Council may consider whether a member of an opposition party must chair a MPAC. The Mayor and members of the executive committee are not allowed to be members of a MPAC.

Reports requiring the Municipal Public Accounts Committee's Consideration follow the process as below;

- All reports requiring Municipal Public Accounts Committee's consideration shall first go to the Management Committee;
- In order for the MPAC to be able to deal with a report, the Chairperson of the relevant Portfolio Committee and the Head of Department responsible should be present at the tabling of the report;
- Reports from MPAC shall go directly to the full Council with a report from the MPAC Chair;

This committee meets at least once quarterly as per the annual council roster of meetings. There is a person deployed by the KZN Department of Cooperative Governance and Traditional Affairs, who advises, provides support and gives strategic direction on matters of public participation.

2.1.3 POLITICAL DECISION-TAKING

The executive and legislative authority of a Municipality is vested in its Municipal Council. The pre-eminent roles of the Council, amongst others, are the approval of by-laws, budgets, policies, IDP, tariffs for rates and service charges. The Council consists of 35 members, seven of whom are full-time.

Refer to **Appendix A** where a full list of Councilors can be found (including committee allocations and attendance at council meetings).

Appendix B sets out Committees and Committee purposes

MUNICIPAL COUNCIL

SPEAKER: CLLR NH GUMEDE

MEMBERS: Cllrs MA Chiliza (Mayor), PH Mthiyane (Deputy Mayor), LMR Ngcobo (Exco Member), SP Mthethwa (Exco Member), NT Zwane (Exco Member) AD Ngubo (Exco Member), L Mzimela (Exco Member), SN Caluza, TB Cele, S Chetty, TA Disane, TW Dube, JJ East, M Gcwabe, GD Henderson, DMM Hlengwa, SE Khawula, BE Machi, MA Manyoni, H Mbatha, S Mngomezulu, NCP Mqwebu, ZZ Msani, NY Mweshe, Y Nair, PT Naude, D Nciki, SR Ngcobo, HJ Ngubelanga, B Ntusi, A Rajaram and MPL Zungu.

EXECUTIVE COMMITTEE:

Chairperson: Cllrs MA Chiliza (Mayor) (ANC), PH Mthiyane (Deputy Mayor) (ANC), LMR Ngcobo (Exco Member) (DA), SP Mthethwa (Exco Member) (IFP), NT Zwane (Exco Member) (ANC), AD Ngubo (Exco Member) (ANC), L Mzimela (Exco Member) (ANC), and NH Gumede (Speaker: Ex-Officio) (ANC).

Portfolio Committee on Sound Governance & Human Resources:	Portfolio Committee on Local Economic Development:	Portfolio Committee on Water & Sanitation:	Portfolio Committee on Finance:	Portfolio Committee on Special Programmes
Chairperson: NT Zwane	Chairperson: Cllr IM Mavundla until Aug 2017	Chairperson: Cllr PH Mthiyane	Chairperson: Cllr MA Chiliza	Chairperson: (Vacant)
Members: SE Khawula - ANC S Mngomezulu - ANC NY Mweshe - ANC Y Nair – ANC LM Mzimela - ANC S Chetty - ANC LMR Ngcobo - DA	Members: SN Caluza - ANC TB Cele - ANC ZZ Msani – ANC AD Ngubo – ANC DMM Hlengwa - ANC SP Mthethwa -IFP JJ East - DA	Members: H Mbatha – ANC MPL Zungu - ANC HJ Ngubelanga – ANC L Mzimela - ANC SP Mthethwa – IFP TA Disane - IFP PT Naude - DA	Members: B Ntusi - IFP SR Ngcobo – ANC AD Ngubo – ANC MPL Zungu – ANC S Chetty - ANC D Nciki ANC GD Henderson – DA MA Manyoni – ANC, Ex-Officio	Members: SN Caluza - ANC HJ Ngubelanga -ANC N Mweshe - ANC BE Machi - IFP GS Mngomezulu -ANC LMR Ngcobo - DA A Rajaram – DA

2.1.2 Political Decision-Making

Every Municipal Council has the right to determine its internal procedures; this right is protected by S160 of the Constitution, which also allows the Municipal Council to decide what mandate or area of responsibility it assigns to political structures, office bearers and the Municipal Manager. This right is coupled with an obligation in the Municipal Systems Act 32 of 2000, which instructs each municipality to define the roles and areas of responsibility of political office-bearers and political structures. This definition process is done through the terms of reference, which seek to precisely outline the roles and responsibilities of the Councillors, political structures and officials in a municipality as identified in legislation.

The purpose of the Executive Committee is to delegate specific functions to committees as provided for in Part 5: Section 79 of the Municipal Structures Act, 1998. The Executive Committee exercises oversight responsibilities in respect of the day-to-day activities of Council.

The object of the Council Committee is to perform the following functions:

- To formulate and develop legislation and policies pertaining to the functions of the administration;
- To provide oversight in the implementation and monitoring of the approved legislation, by-laws, policies, municipal budget as well as Council's strategic plans;
- To consider any report on legislation, policies (Budget and Integrated Development Planning included), and bylaws with regard to the administration; and
- To ensure that the inputs from the communities and sector fora are given due consideration and Councillor Chiliza, Mayor/Chairperson of the Executive Committee, accounts where applicable

General Functions of the Executive Committee

- Recommends to Council after consultation with the relevant Portfolio Committee, policies where Council had reserved the power to make the policies itself
- Makes recommendations to Council in respect of Council's legislative powers
- Determines strategic approaches, guidelines and growth parameters for the draft budget including tariff structures

These Portfolio Committees continue to assist the Executive Committee in policy development and monitoring to accelerate service delivery, as well as the oversight of strategic programmes and projects.

1. Portfolio Committee on Finance

The Portfolio Committee on Finance is a Section 80 Committee, responsible for the following functions and making recommendations to the Executive Committee thereon:

-
1. Familiarise, interrogate and recommend to the Executive Committee the budget and reports on economic issues, statistical information, agreements, financial reports and reports on economic and policy statements.
 2. Sharpen public awareness of the budget and Government financial and economic policies, and encourage informed debate on the budget.
 3. Advise the Executive Committee on the district municipality's domestic borrowing policies.
 4. Study Government's policies as regards budgets and advise accordingly.
 5. Seek advice from all three spheres of Government, on financial and other budget related matters.
 6. Drive the entire budget process as alluded to by legislation, thus ensuring that budgets are based on priorities and realistic income and expenditure.
 7. Advise on processes that need to be put in place for formulating and monitoring the budget, throughout its cycle, that will enhance the District Municipality's role in appropriating and overseeing the budget, and make the budget process more responsive to stakeholders.
 8. Advise on budget programmes that need to be given special treatment during budget implementation.
 9. Ensure that the budget of the District Municipality is used as a primary tool for implementing National and Provincial Policies.
 10. Review the relevant legislation and future legislation (bills) with financial and budget implications and advise the Executive Committee accordingly.
 11. Deal with any other budget related matter referred to the Committee by the Executive Committee.
 12. Develop policy proposals on all the areas of responsibility with the intention of achieving municipal and/or general government objectives.

2. Portfolio Committee on Special Programmes

The Portfolio Committee on Special Programmes is a Section 80 Committee, responsible for the following functions, and making recommendations to the Executive Committee thereon:

- (i) Undertake the following special programmes in respect of Policy, Strategy and Programmes.
 - Youth;
 - Senior Citizens;
 - People with Disability;
 - Gender;
 - Moral Regeneration;
 - Rights of the Child; and
 - Farm Workers
- (ii) Lobby and advocate for special programmes' interests by other Portfolio Committees within Council.
- (iii) Coordinate response for vulnerable groups
- (iv) Facilitate and monitor an evaluation framework for all the functional areas.

3. Portfolio Committee on Sound Governance and Human Resources

The Portfolio Committee on Sound Governance and Human Resources is a Section 80 Committee, responsible for the following functions, and making recommendations to the Executive Committee thereon

- i. To develop and recommend the Good Governance and Human Resources Services portfolio policies;
- ii. To develop and recommend the Good Governance and Human Resources portfolio by-laws;
- iii. To consider and make recommendations in respect of the draft budget and IDP of the Human Resources & Sound Governance Portfolio;
- iv. To ensure public participation in the development of policy, legislation, IDP and budget of the Human Resources & Sound Governance Portfolio;
- v. To monitor the implementation of Council policies in respect of the Human Resources & Sound Governance portfolio;
- vi. To ensure the provision of efficient, economical and effective administration of the municipality, to co-ordinate secretarial services, to oversee the delivery of the human resource services, and to render management and transformation services;
- vii. To oversee the delivery of support services to the Council
- viii. Exercise delegated authority after considering a report from the designated officials for the Human Resources & Sound Governance Portfolio;
- ix. Introduce to Exco the recommendations from the Human Resources & Sound Governance Portfolio Committee.

The objective of the Sound Governance & Human Resources Portfolio Committee is to assist the executive committee on the functions listed below:

Administration and Operational Support

- Corporate Strategies, Systems and Services;
- Records Management and Registry Services;
- Secretariat Support and Printing Services;
- Occupational Health and Safety;
- Employment Equity Planning;
- Wellness: EAP;
- Customer Relations;
- Performance management
- Information Communications Technology;
- Facilities Management; and
- Enterprise Security
- Development planning including IDP Development and GIS
- Intergovernmental Relations
- Legal Services
 - Statutory Compliance Legislation, and
 - Legal Research

-
- Strategic Human Resources and Personnel Services
 - Individual Performance Management;
 - Training and Development;
 - Labour Relations and
 - Personnel Management

4. Portfolio Committee on Local Economic Development

The Portfolio Committee on Local Economic Development is a Section 80 Committee, responsible for the following functions, and making recommendations to the Executive Committee thereon:

- i. Oversee the implementation of all applicable legislation relating to social and Economic Development, National Development Programmes, Provincial Development Programmes, trading regulations, investment opportunities, transport, land affairs, electrification, housing and public works.
- ii. Oversee all aspects, programmes and activities of local economic development.
- iii. Oversee all fiscal and other incentives designed to promote social and economic development.
- iv. Oversee environmental management and ensuring environmental planning, education, sustainable development management.
- v. Oversee the provision of efficient environmental health services through continuous monitoring and enforcement.
- vi. Develop policy proposals on all the areas of responsibility with the intention of achieving municipal and/or general government objectives.

5. Portfolio Committee on Water and Sanitation

The Portfolio Committee on Water and Sanitation is a Section 80 Committee, responsible for the following functions, and making recommendations to the Executive Committee thereon:

- i. Advise the Executive Committee on all legislation or prospective legislation relating to: -
 - Water and Sanitation Reticulation;
 - Water and Sanitation Treatment Works;
 - Water and Sanitation Capital Projects;
 - Water and Sanitation Operations;
 - Water and Sanitation Operational Projects;
 - Non-Revenue Water;
 - Water Restrictions;
 - Water Services Planning;
 - Emergency Water and Drought Relief;
 - Ground Water;
 - Industrial Effluent and Recycling of Waste Water;
- ii. Oversee the following municipal services:
 - Water and Sanitation Reticulation;
 - Water and Sanitation Purification;

-
- Water and Sanitation Designs;
 - Water and Sanitation Operations;
 - Water and Sanitation Capital projects;
- iii. Oversee municipal infrastructure development and services to meet the needs of the Municipality in the discharge of its responsibilities.
 - iv. Oversee the commissioning of the best methods to deliver the aforementioned municipal services and facilities to the maximum benefit of the community of the municipality.
 - v. Develop policy proposals on all the areas of responsibility with the intention of achieving municipal and/or general government objectives.
- To obtain expert advice where deemed necessary.

The municipality has 35 Councilors, seven EXCO members, with the Speaker being the Ex Officio.

Executive Committee

The Executive Committee exercises oversight responsibilities in respect of the day to day activities of Council. The Ugu Executive Committee has delegated plenary powers to exercise the powers, duties and functions of Council, excluding those plenary powers expressly delegated to other standing committees and those powers which are wholly reserved to the Ugu District Council. Notwithstanding the above, the Executive Committee is authorised to exercise any of those plenary powers delegated to other Standing Committees in circumstances where any matters from these committees are referred to the Executive Committee.

The Statutory Functions of the Executive Committee, in respect of the municipal functions, are:

- Review of the performance of the municipality in order to monitor and improve performance;
- Economy, efficiency and effectiveness of the municipality;
- Ensure the efficiency of credit control and revenue and debt collection services
- Ensure the implementation of municipality by-laws
- Oversee the management of the municipality's administration in accordance with the policy directions of the municipal Council (output monitoring)
- Ensure the provision of services to communities in the municipality in a sustainable manner
- Ensure involvement of communities and community organisations in the affairs of the municipality
- Ensure the alignment of the IDP and the budget received; and to effect consultation on the decisions of the Council

The EXCO further makes recommendations to the Council regarding:

-
- The adoption of the estimates of revenue and expenditure, as well as capital budgets and the imposition of rates and other taxes, levies and duties
 - The passing of by-laws
 - The raising of loans
 - Approval or amendment of the IDP
 - Appointment and approval of conditions of service of a Municipal Manager and heads of departments / GMs
 - Any other matters referred to it by the Council
 - Matters delegated to it by Council in terms of the Systems Act and delegations framework
 - Progress against the key performance indicators
 - Reports received and considered from committees in accordance with the directives as stipulated by the EXCO
 - Varied or revoked decisions taken by the Section 80 committees, subject to vested rights
 - Development of strategies, programmes and services to address priority needs of the municipality through the IDP and estimates of revenue and expenditure, taking into account any applicable national and provincial plans
 - Determination of the best methods, including partnerships and other approaches to deliver services, programmes and projects to the maximum benefit of the community subject to applicable legislation and delegated authority
 - Identification and development of criteria in terms of which progress in the implementation of services, programmes and objectives to address the priority needs of the municipality can be evaluated, which includes KPIs which are specific to the municipality and common to Local Government in general.
 - Management of the development of the Performance Management System by assigning responsibilities in this regard to the Municipal Manager and submits the proposed performance management system to Council for consideration
 - Monitoring of progress against the said key performance indicators
 - Receipt and consideration of reports from committees in accordance with the directives as stipulated by the EXCO
 - Election of a chairperson to preside over meetings if both the Mayor and Deputy Mayor are absent from a meeting in the event of there being a quorum present at such meeting and the Mayor has not designated a member of EXCO in writing to act as Mayor
 - Consideration of appeals from a person whose rights are affected by a decision of the Municipal Manager in terms of delegated powers, provided that the decision reached by this committee may not retract any rights that may have accrued as a result of the original decision
 - Reporting of all decisions taken by EXCO at the ordinary Council meeting;

2.1.4 Traditional Leaders

Section 81(2) of the Municipal Structures Act, Act 117 of 1998, provides for the participation of traditional leaders in municipal Councils. This piece of legislation empowers the Provincial MEC to resolve on the details of Amakhosi to participate and publish same in the provincial gazette.

This is to give an opportunity to a leader of a traditional authority directly affected by a decision to express a view on the matter before the municipal Council takes a decision. This is in line with government's values of transparency, inclusivity, and cooperation amongst its stakeholders.

In line with Section 81(5) of the same Act, the municipality's Code of Conduct for councillors and its Rules of Order will apply fully to traditional leaders participating in the meetings of Council.

The following Amakhosi participated in the Ugu District Municipal Council during the FY 2017/2018:

Inkosi RS Shinga
Inkosi NM Machi
Inkosi BS Nzimakwe
Inkosi ZE Ngcobo
Inkosi R Qwabe
Inkosi MBW Xolo; and
Inkosi ZGB Msomi

2.2 ADMINISTRATIVE GOVERNANCE

2.2.1 Introduction to Administrative Governance

The Ugu District Municipality is committed to transparent and accountable governance. The broad range of public participation programmes and processes, especially related to its IDP and Budget, bear testimony to the institution's commitment to involve its communities in its planning and decision-making processes.

The Council of the Ugu District Municipality is the highest decision making authority in the institution. It guides and instructs the administrative component, which implements the decisions taken by the political component. The head of the administrative component is the Municipal Manager, DD Naidoo and there are 4 GMs for the various Departments within the Municipality. The administrative wing consists of structures that are put together by the Municipal Manager in order to ensure efficiency and improve service delivery within the municipality. The refereed institutional arrangements relate to Management Committee and Extended Management Committee.

Management committee consists of GMs (S56) reporting directly to the Municipal Manager as well as Senior Managers and Managers that are reporting directly to the municipal manager, but who are not S56 Managers. This committee discusses strategic issues pertaining to the provision of municipal services and deals with those matters before they can be considered by the Portfolio Committees and Executive committee. The proceedings of Management committee are always recorded, whilst a formal agenda is followed.

The Extended Management Committee consists of all GMs, Senior Managers and Managers within Ugu district municipality and is an extension of Management committee. This committee serves the same purpose as Management committee, however it considers mainly issues that directly affect the section managers and which require implementation by managers. This committee is convened by the Municipal Manager and the meeting proceedings are always recorded. Both Management and Extended management meetings take place on Mondays following a formal agenda.

In order to give effect to the implementation of Council and management resolutions, the Management Committee has formed the Resolutions committee which is comprised of all GMs of Ugu district municipality. The role of GMs is to monitor and track implementation of Council and management resolutions. This committee has a separate agenda, and upon consideration of resolutions – those that are not implemented get followed up by the Secretariat unit. In all the above-mentioned committees, secretariat unit plays a crucial role in terms of minute taking, recording and distribution of the agenda. In the past financial year, the administrative governance within Ugu district municipality has improved considerably both in terms of attendance to issues or challenges and compliance with the implementation of resolutions.

Top administrative structure:

Ugu District Municipality has five (5) departments which are led, administratively by the Municipal Manager and four (4) Heads of departments. The departments are: The Office of the Municipal Manager; Water and Sanitation Services; Budget and Treasury Office; Corporate Services and Infrastructure and Economic Development. These departments are allocated per National Key Performance Area as well as Powers and Functions.

TOP ADMINISTRATIVE STRUCTURE			
PHOTO	POSITION AND NAME	GENDER	FUNCTION
	Municipal Manager Mr D.D. Naidoo	Male	• Overall Municipal Administration Management • Performance Management System • Legal Services • Internal Audit and Risk Management • Community Participation • Mayoralty and Communication • Intergovernmental Relations • Special Programmes • Youth Development

			Development and Strategic Planning
	General Manager: Water Services Mrs Lungile Cele	Female	- Provision and management of Water and Sanitation - Water and Sanitation Infrastructure development and Maintenance - Water Services Authority
	General Manager: Treasury and Budget Mr Mkhululeni Simon Dlamini	Male	- Municipal Budget Management - Municipal Revenue Collection and Expenditure Management - Municipal Assets Management - Municipal Supply Chain Management
	General Manager: Infrastructure and Economic Development Ms Zakithi Mbonane	Female	- Local Economic Development - Environmental Services
	General Manager: Corporate Services Ms Vuyiwe Tsako	Female	- Human Resources Development and Management - Secretariat and Auxiliary services - Information Communication Technology (ICT) - Fleet Management - Occupational Health and Safety - Disaster Management Services

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.2.2 Introduction to Co-Operative Governance and Intergovernmental Relations

Guided by Section 41 of the Constitution of the Republic of South Africa, Section 3 of the Municipal Systems Act and the Intergovernmental Relations Act, the District Municipality has managed to establish the intergovernmental relations structures ranging from those which involve municipalities only to the general ones which include all sectors of the society.

Each individual structure has an important role to play towards service delivery. The structures address mainly the issues of alignment and coherent planning to eliminate duplication of the service delivery programmes and projects.

The main objectives of the IGR Act are as follows:

- Coherent government
- Effective service delivery
- Monitoring of the policies and legislation implementation and realization of national priorities.

These objectives will be achieved through the intergovernmental systems. IGR is an instrument for mobilizing the distinctive efforts, capacities, leadership and resources of each sphere of government towards service delivery and government defined development objectives.

The strategic role of the IGR is facilitating integrated service delivery and development and therefore the capacity of local municipalities to manage IGR is of vital importance. For this reason, the UGU IGR Framework has been developed as a specific strategy to strengthen the functionality of the IGR SYSTEM in respect of Local Government. This framework has advocated for the creation of IGR structures and sub structures to deal with specific matters of service delivery.

2.3 INTERGOVERNMENTAL RELATIONS

2.3.1 National Intergovernmental Structures

- The NCOP (National Council of Provinces) section 42(4) of the Constitution
- Cabinet Committees -FOSAD
- President's Co-ordinating Council (PCC)
- President's Infrastructure Coordinating Council (PICC)
- Ministers and Members of Provincial Executive Committees (MINMEC)
- Heads of Department Committee (HEADCOMM)

The participation and benefits derived from these structures to our municipality; are through the Provincial Government.

2.3.2 Provincial Intergovernmental Structure

- Executive Council, its Clusters and Committee for Heads of Departments (COHOD)
- Premier's Coordinating Forum (PCF)
- Technical Premier's Coordinating Forum (TPCF)
- Municipalities and MEC for COGTA (MUNIMEC)

2.3.3 Relationships with Municipal Entities

The municipal entities are accountable to the municipality and reports are submitted to the Municipal Managers' forum which is the Technical Support forum to the Mayors' forum. Recommendations are made at the technical level for the Political input and buy in.

2.3.4 District Intergovernmental Structures

- District Coordinating Council (Mayors' forum)
- Technical Support Forum (Municipal Managers' forum)
- And sub-fora to the Municipal Managers' forum:
 - Governance and Human Resources
 - ICT District Forum
 - Local Economic Development
 - Technical Services
 - Communicators
 - Finance

The fora are constituted by the members of the district and local municipalities thereby discussing issues which have commonalities to the development of the district.

The Speakers Forum which is convened by the District Speaker meets on a monthly basis to facilitate and perform a Political oversight role on matters of public participation.

The Intergovernmental Relations (IGR), District Mayors and Municipal Managers Fora further deliberate on decisions of the Speakers Forum and ensures that resolutions taken are put into practice.

2.3.5 Overview of Public Accountability and Participation

The District Municipality engages communities through Mayoral Izimbizo as well as IDP and Budget road shows. During this process communities are requested to voice their concerns and to have input on the budget. Government departments are also encouraged to be involved in these processes so that they will be able to address issues that concern them. Capacity building workshops are conducted, a performance management system is in place, and functionality of Ward Committees is monitored to empower Ward Committees for effective community participation.

Ward Committees

The District includes four local municipalities with 84 wards and all ward committees have been established. However, the key challenges that hinder effectiveness of ward committees include administration / logistics support and the vastness and inaccessibility of rural wards. Some of the areas are serviced by the Community Development Workers who have a dual responsibility to report to Department of Local Government and Traditional Affairs and Local Municipalities.

Sukuma Sakhe Programme is another one of the effective platforms for public participation.

2.4 PUBLIC MEETINGS

The **Operation Sukuma Sakhe Programme**, formerly known as the Flagship, Social Cluster Programme (War on Poverty), was introduced to the Ugu District in 2009. In introducing the programme, the Kwa-Zulu Natal, Office of the Premier gave a mandate to all districts, to ensure that the following is in place, to ensure successful implementation of the OSSP:

The structure constitutes the District Task-Team (DTT), Local Task-Teams (LTTs), Ward Task-Teams (WTTs), Political Champion (MEC), Administrative Champion (HOD) District Convener

Focus programmes include: Poverty Alleviation, HIV & AIDS, TB & STIs as well as all health matters, Employment Creation, Youth Development, Drug & Substance Abuse and other social ills, Orphaned & Vulnerable Children and other vulnerable groups (e.g. Senior Citizens, Women, Farm Workers & People Living with disabilities), Illiteracy & other educational programmes, Food Security & social relief, Economic Development and Provision of critical registration documents (e.g. birth certificates and IDs)

Areas of infrastructure focus include: Community halls, Schools, Clinics, Crèches, MPCCs, Churches or any other suitable infrastructure, depending on the area

The implementing process involves: Household Profiling (HHP), reporting of findings to WTT, Referral of cases to relevant department/entity, Provision of interventions, Capturing of HHPs in NISIS at the Office of the Premier (OTP), Operation MBO (To cover the general community and fast track service delivery)

2.4.1 COMMUNICATION, PARTICIPATION AND FORA

The Municipality has a broader spectrum of consultative and participatory public programmes in place to ensure community participation in municipal planning and decision-making processes.

In addition, awareness campaigns are held throughout the year to provide vital information to local communities, for example, on how they may access municipal services and support programmes. Invitations to the public to public meetings are communicated via Councillors, media (print and electronic), loud hailing and social media. These meetings provide communities with the opportunity to interact and share their concerns and complaints with the leadership and administration of the Municipality. Key in the Municipality's Public Participation Programme are the IDP/Budget and Annual Performance meetings. Public meetings are conducted by Ward Councillors and the District Municipality through Mayoral Izimbizo. The Municipal Political leadership is often deployed to communities if petitions are received through the Speaker's Office from the public.

The municipality has an established IDP Representative Forum which meets at least quarterly, an IGR forum, Speakers Forum, Municipal Managers Forum and CFOs Forum which ensure public and stakeholder participation in key decision-making processes.

Important public documents (i.e. IDP, SDBIP, Annual Report, Municipal Policies and By-laws) are published on the municipal website.

WARD COMMITTEES

Ward Committees are a Municipal Systems Act statutory formation within a ward. They consist of ten members including the ward councillor who, per the Act, must be the chairperson of the committee. Ward committees are one of the structures through which participation by the local community in the affairs of the municipality must take place.

Roles and Responsibilities of Ward Committees:

1. They play as an advisory body to the Ward Councillor
2. They are a public representative structure,
3. They are an independent structure that deals with community issues within a ward,
4. They are an impartial body that must perform its functions without fear, favour or prejudice. Ward Committee guidelines offer some possible powers and duties that municipalities may delegate toward committees, namely:
 - To serve as an official specialised participatory structure in the municipality.
 - To create formal unbiased communication channels as well as cooperative partnerships between the community and the Council
 - Advising and making recommendations to the Ward Councillor on matters and policy affecting the ward;
 - Assisting the Ward Councillor in identifying challenges and needs of residents;
 - Section 74 of the Act states that a ward committee may make recommendations on any matter affecting its ward to the Ward Councillor or through the Councillor to the Council, Executive Committee or Mayor
 - Ward Committees can also have any duties and powers delegated to them by the municipal Council.

Major issues that the ward committee have dealt with were the issues of shortage of water and social ills; ensuring that all in wards have identity documents and general development requirements.

WARD COMMITTEES

Public meetings, Mayoral Izimbizo were held during November 2018. These were coordinated with local municipalities, promoting intergovernmental relations.

EFFECTIVENESS OF THE PUBLIC MEETINGS HELD:

The Ugu District Municipality has identified the following benefits from the public meetings

- Understanding of community development ideas and direction
- Close relationship with community members
- Effective implementation of participatory development
- Elimination of public protests
- Identification of community structures and their role in the community
- Enhancement of the municipal-community partnership
- Establishment of level of community satisfaction about the municipality's service delivery
- Establishment of the services standard expected by communities.

2.5 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes
* Section 26 Municipal Systems Act 2000	

Table 2.5.1

COMPONENT D: CORPORATE GOVERNANCE

Corporate governance is a system of rules, practices and processes by which the municipality is run.

Administratively the Accounting Officer is the head and accounts to the Council and the Executive Committee

To maintain oversight, Council has established Council Committees in terms of Section 79 and 80 of the

2.6 RISK MANAGEMENT

Risk Management is one of Management's core responsibilities in terms of section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a municipality.

It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of a municipality. When properly executed, risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

Highlights

- The Risk Management Charter and Strategy are reviewed on an annual basis to ensure that there are no gaps and non-compliance,
- Every year risk assessments are done for all the departments and a new risk register is developed and submitted to the Risk Management Committee and other Governance structures,
- Monitoring of action plans is done on a quarterly basis by the Risk Management Officer to ensure implementation and improvement in strengthening controls in place therefore ensuring the reduction of like-hood of the risks occurring.
- Progress reports on risk mitigation plans are submitted to the Risk Management Committee and other governance structures on a quarterly basis.
- Management's buy-in on issues of risk management and understanding has improved.
- Risk management is now being filtered down to other employees besides management in that they get invited when risk assessments are conducted.
- On a quarterly basis submission on the progress of risk monitoring is done to provincial treasury.

Challenges

- There is no risk management software which will make it easy to track due dates as the system will have pop up alerts as and when due dates have been reached for action plans however this process is done manually on a quarterly basis.

The following are the high-risk areas that the municipality is facing:

- Ageing Infrastructure
- Revenue collection and overdue debt
- Billing administration

2.7 ANTI-CORRUPTION AND FRAUD

2.7.1 Fraud and Anti-Corruption Strategy

An approved Anti-Fraud and Corruption Strategy by the Council is in place. This Strategy includes the following:

-

- Regulatory Framework Relevant to Prevent Fraud and Corruption
- Fraud Exposures
- Governance structures to Mitigate Fraud and Corruption
- Anti- fraud and Anti-Corruption Prevention Initiatives
- Anti- fraud and Anti-Corruption Detection
- Anti- fraud and Anti-Corruption Response Strategy
- Compliance with the strategy

The Fraud Risk Assessment is conducted every year, and follow ups on the implementation of mitigation plans is done on a monthly basis and reported on a quarterly basis to the Risk Management Committee and other governance structures as per the policy.

High Risk Areas

- Failure to follow SCM processes
- Falsified qualifications
- Abuse of overtime and leave
- Misuse of fuel cards
- Exposure of critical data and systems to acts of irregularity such as hacking and system attacks, internet and e-mail misuse, manipulation of critical data, unauthorised access, virus and spam

2.8 SUPPLY CHAIN MANAGEMENT

2.8.1 Overview Supply Chain Management

The Municipality's Supply Chain Management functions are centralised in the Budget and Treasury Office (Supply Chain Management Unit). All bid committees are in place, and they sit as per the adopted roster of bid committee meetings.

The Supply Chain Management Unit is responsible for the procurement of goods and services, the management of supplier database and contracts management.

2.9 BY-LAWS

The Water Services bylaws were revised. Council approved the amendments on 26 April 2018. The main amendments were the compulsory paying of capital contributions and Quota acquisition. The amended bylaws make provision for the property owner to decide whether he/she would like to acquire quota or pay the penalty tariff for excessive water consumption. Rates for vacant stands has been replaced by basic charges for all properties.

2.10 WEBSITES

2.10.1 Municipal Website Content and Access:

The Municipality also has a Facebook page namely Ugu Talk where daily communication is published to residents regarding various services the Municipality is responsible for.

UGU DISTRICT MUNICIPALITY, MUNICIPAL COMPLIANCE CHECKLIST 2017/18		
Documents published on the Municipality's website	Yes/No	Date of Publication
The Annual Report (2017/18)	Yes	01 February 2019
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act 2017/18 and resulting scorecards	Yes	01 July 2018
All service delivery agreements 2017/18	No	N/A
All long-term borrowing contracts 2017/18	No	N/A
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during 2017/18	No	N/A

UGU DISTRICT MUNICIPALITY, MUNICIPAL COMPLIANCE CHECKLIST 2017/18		
Documents published on the Municipality's website	Yes/No	Date of Publication
Contracts were agreed upon in 2017/2018 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No	N/A
Public-private partnership agreements referred to in section 120 were made in 2017/18	No	N/A
All quarterly reports were tabled in the Council in terms of section 52 (d) during 2017/18	Yes	Q1 – 13 Nov 2017 Q2 – 24 Jan 2018 Q3 - 26 April 2018 Q4 – 06 Aug 2018
Copies of the draft and final <u>Medium-Term Revenue and Expenditure Framework</u> / (i.e. <u>Municipal Budgets</u>) in the prescribed format as per Section 17 of the Local Government: Municipal Finance Management Act, 2003 with the following supporting documents:	Yes	07 April 2017 – Draft Budget 2017/2018 24 August 2017– 2017/2018 Consolidated Budget
any proposed amendments to the municipality's <u>integrated development plan</u> following the annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act;	Yes	14 February 2018
any proposed amendments to the budget-related policies of the municipality:	Yes	12 March 2018

All Municipal websites, in respect of the MFMA, Section 75 require specific information to be published on the website. Ugu District Municipality maintained a website compliance checklist which was reviewed for compliance on a quarterly basis and submitted to the ICT Steering committee for Oversight. Information is published to the website on an ad hoc basis and vetted by content owners prior to being published.

Monthly website usage trends by visitors to the www.ugu.gov.za is monitored through Google analytics and allows the Communications Section of the Municipality to interrogate trends such as number of users visiting the site, number of sessions, number of page views, cities where the site is being accessed from and other useful statistical data.

2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

2.11.1 Public Satisfaction Levels

Mini Public satisfaction surveys were done during public engagement meetings during the financial year.

CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

3.0 Introduction

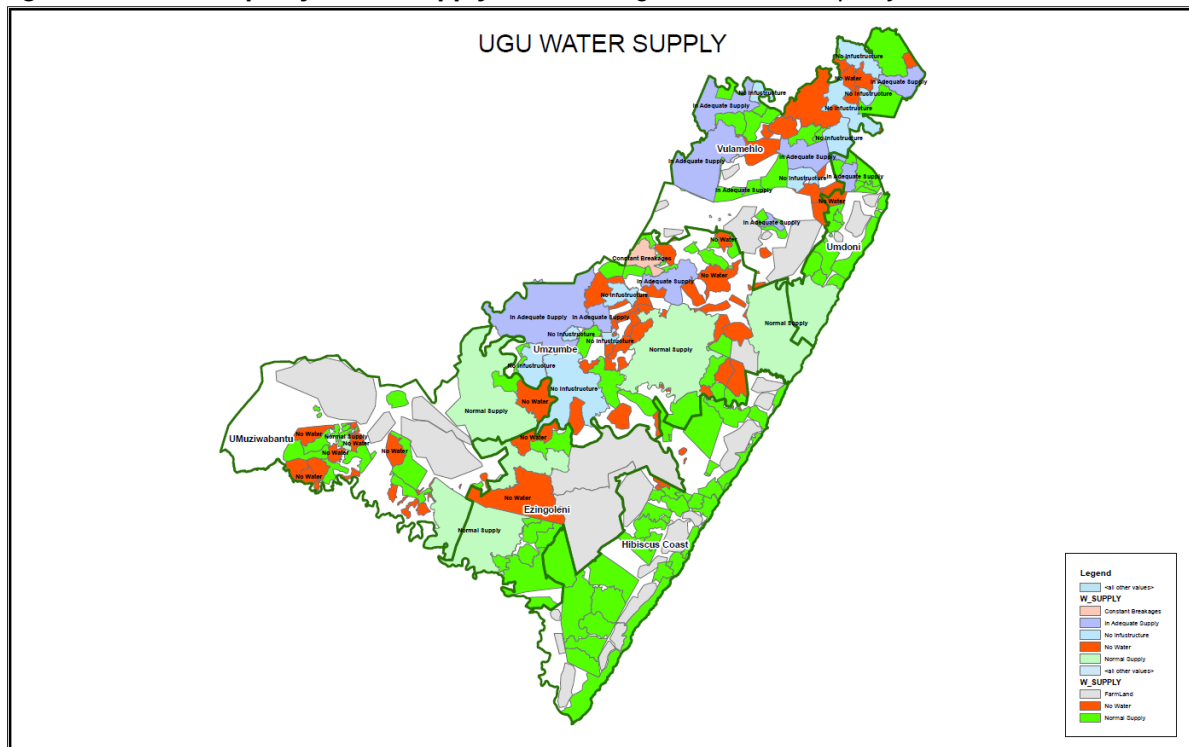
As an established Water Service Authority, Ugu District Municipality has in this financial year responded to the growing need for water supply by providing access to 3266 households across the district. The municipality owns and operates 15 of its water treatment works and two other works which are operated by Umgeni Water.

COMPONENT A: BASIC SERVICES

3.1. WATER PROVISION

3.1.1 Introduction to Water Provision

Ugu District Municipality Water Supply -Source: Ugu District Municipality GIS



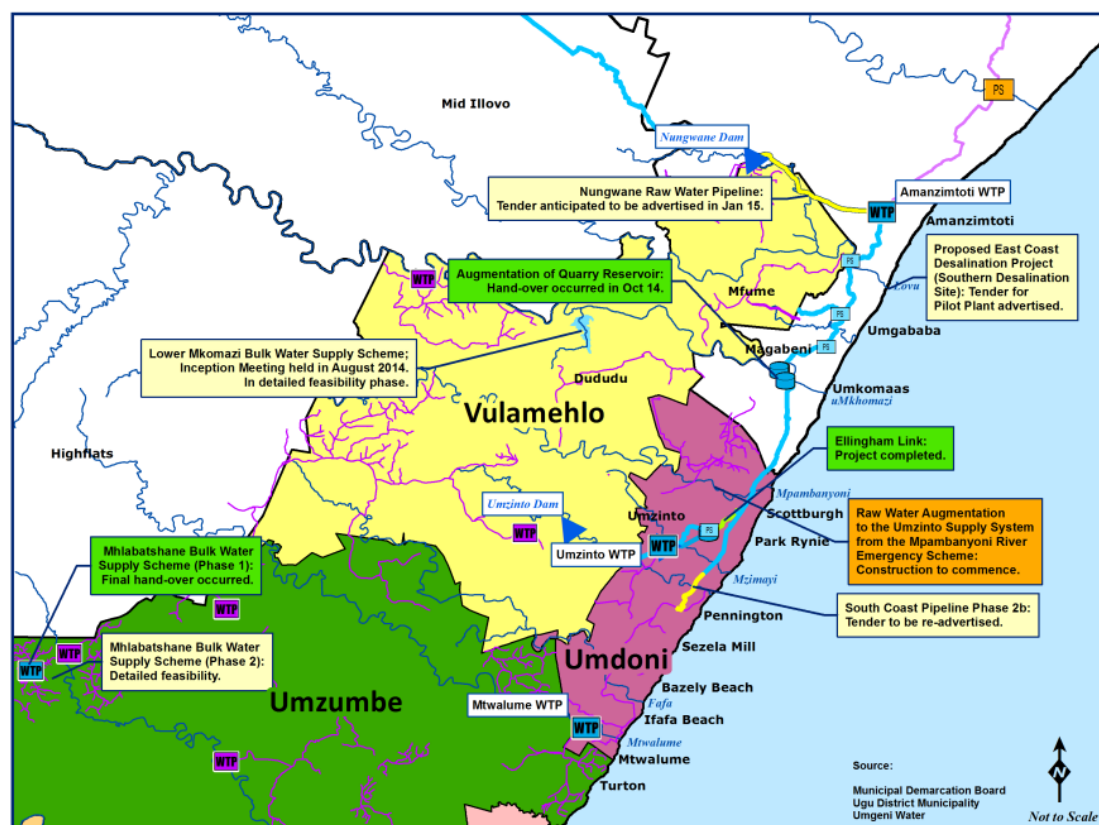
A free basic water policy makes provision for the supply of 6kl of water per metered household per month. An Indigent Support Policy is in place which applies to residential and non-profit organizations entitling the beneficiaries to 6kl of free water per household per month and 100% rebate on water and sanitation basic charges.

Ground Water programme

Ugu has a rudimentary water supply programme incorporating the use of boreholes and spring water. There is a spring protection and borehole maintenance programme to support supply to communities. However, the ground water potential is not very good in most areas, resulting in the failure of such schemes.

District and local municipality	Access to safe drinking water		No access to safe drinking water		Total
	N	%	N	%	
DC21: Ugu	147 255	84,7	26 529	15,3	173 785
KZN212: Umdoni	31 212	88,6	4 007	11,4	35 219
KZN213: Umzumbe	18 680	67,2	9 102	32,8	27 782
KZN214: uMuziwabantu	15 928	76,1	4 991	23,9	20 918
KZN216: Ray Nkonyeni	81 436	90,6	8 429	9,4	89 865

Households with access to safe drinking water, CS 2016



Regional Water Resources Planning Strategy

Ugu has developed a water master plan that seeks to integrate the 16 individual water schemes into sustainable systems, as follows:

- Harding Weza water supply scheme

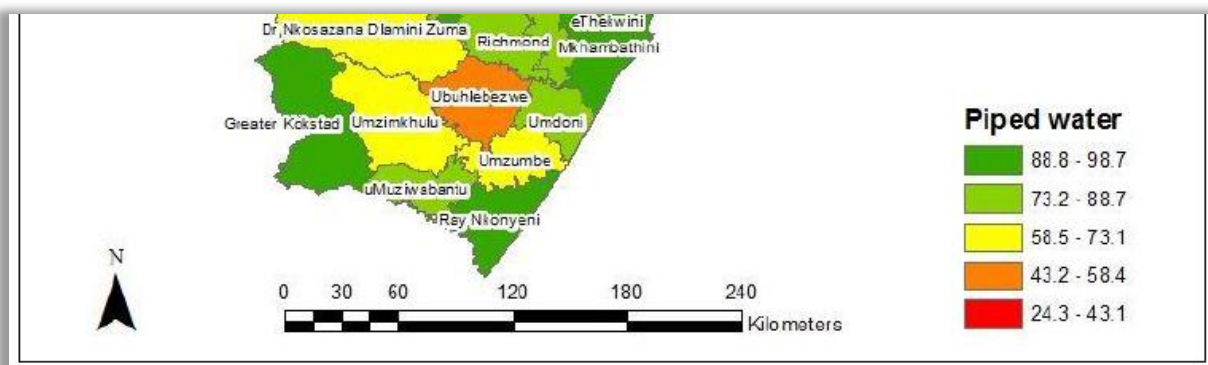
- ▣ Umtamvuna water supply scheme
- ▣ UMzimkhulu water supply scheme
- ▣ Umtwalume water supply scheme
- ▣ Vulamehlo water scheme
- ▣ KwaLembe water scheme
- ▣ Mhlabatshane water scheme
- ▣ South coast water transfer system from Inanda Dam

The strategy seeks to integrate the isolated individual water schemes and provide for investment in more reliable water sources that will be more cost effective in addressing backlogs, meeting the demand due to urban development growth, and mitigating the effect of drought

Distribution of households by main source of water for drinking, CS 2016

District and local municipality	Piped (tap) water inside the dwelling/house	Piped (tap) water inside yard	Piped water on community stand	Rain-water tank in yard	Borehole in the yard - Borehole outside the yard	Neighbours tap	Public/municipal tap	Water-carrier/hawker	Flowing water/stream/river	Other source	Total
DC21: Ugu	37 119	21 778	66 413	2 080	2 520	975	27 845	3 976	11 662	779	175 146
KZN212: Umdoni	8 311	4 792	15 335	381	457	301	2 680	675	2 403	100	35 433
KZN213: Umzumbe	440	4 874	7 853	776	835	314	5 595	1 070	6 146	229	28 132
KZN214: uMuziwabantu	1 367	1 181	7 345	572	638	60	7 122	1 100	1 732	54	21 172
KZN216: Ray Nkonyeni	27 001	10 930	35 880	351	591	301	12 448	1 130	1 381	396	90 409

Distribution of households by access to piped water and municipality, CS 2016



Blue and Green Drop Status

The Blue Drop Certification Programme for Drinking Water Quality Management Regulation and The Green Drop Certification Programme for Wastewater Quality Management Regulation are important to ensure effective and efficient delivery of sustainable water services which is recognised by both South African and International authorities.

The minimum score for Blue Drop Certification is 95% and 90% for Green Drop Certification respectively. Ugu District Municipality is currently ranked at the 7th place in the KwaZulu Natal provincial log in terms of Blue Drop and holds a municipal score of 92.55%(Blue Drop Report 2012) with the following plants holding the Blue Drop Awards:

▣ Southbroom to Port Edward and Inland areas (Umthamvuna WTW) at 95%

▣ Umzinto, Pennington to Scottburg(Umzinto WTW) at 95.22%

▣ Mathulini, Mthwalume and Qoloqolo(Umthwalume WTW) at 96.27%

Distribution of households by main source of drinking water supplier, CS 2016

District and local municipality	A municipality	Other water scheme (e.g. community water supply)	A water vendor	Own service (e.g. private borehole; own source on a farm; et	Flowing water/stream/river/ spring/rainwater	Total
DC21: Ugu	150 934	3 288	1 273	4 846	14 378	174 719
KZN212: Umdoni	31 114	211	95	680	3 112	35 213
KZN213: Umzambe	17 466	1 560	381	1 121	7 551	28 080
KZN214: uMuziwabantu	17 458	154	408	782	2 292	21 095
KZN216: Ray Nkonyeni	84 895	1 363	387	2 263	1 424	90 332

3.2 WASTE WATER (SANITATION) PROVISION

The sanitation service provision in the Ugu District area of jurisdiction is broken down to urban and rural sanitation. With regards to the urban sanitation the service delivery standard is mostly waterborne sewer and for rural sanitation the pit toilets with ventilation (VIPs).

South Africa and the minimum requirements for acceptable access to sanitation as per CoGTA backlog study 2013 which are:

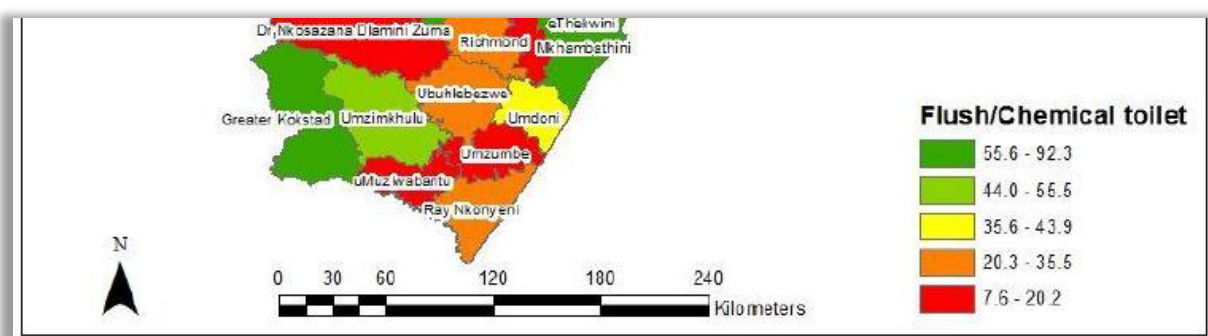
▣ Flush toilet (connected to sewerage system);

▣ Flush toilet (with septic tank);

▣ Chemical toilet; and

▣ Pit toilet with ventilation (VIP).

Distribution of households by access to flush/chemical toilet and municipality, CS



The urban areas within Ugu are located predominantly within a narrow coastal strip comprising of a combination of permanent residents and local tourists who descend on the area during holiday periods.

The SSMP suggests that the water demand (and hence waste water flows) in the peak December/January period is typically 33% higher than the annual average values.

Although largely “residential”, most urban areas include some “commercial” activity and there are also some “light and/or service industrial” nodes particularly in Port Shepstone (Marburg) and Park Rynie to a lesser extent. The urban sanitation comprises a combination of waterborne sewerage linked to Waste Water Treatment Works (WWTW) as well as a system of septic tanks and conservancy tanks in the less densely populated areas. Most of the treatment facilities are owned and managed by Ugu although there are also a number of privately owned and managed, small sewage treatment plants – mostly “package” plants. With the exception of Gamalakhe, the sewerage coverage of formal, urban areas which have a Municipal water connection is approximately 30%.

Other than maintenance issues and upgrades/extensions of existing sewerage schemes based on the rationale contained in the SSMP, it stands to reason that formal township development requires the provision of adequate water and sanitation and as such there are in effect very few backlogs other than those “informal urban upgrade” areas adjoining the coastal urban strip which by nature of their density should be provided with reticulated waterborne sewerage as opposed to a basic level of service - septic tanks.

The Local Municipalities have allowed residents to construct septic tanks in wetland areas resulting in serious pollution in many areas. Replacing the septic tanks with waterborne sanitation will be very costly and also difficult because the area is built up with well established gardens and boundary walls. Cost recovery and affordability is also an issue. Most residents are pensioners that cannot afford the exorbitant cost to install waterborne sanitation.

The refurbishment/upgrading of certain existing assets and the proper management of sludge disposal were identified as immediate priorities and some of this work has already been accomplished by Ugu.

The standard for a basic level of rural sanitation in Ugu is a ventilated improved pit latrine (VIP) comprising pre-cast concrete “C” sections. The anticipated life-span to de-sludging/re-location of the VIPs based on various household densities and a sludge accumulation rate of 0.05m³ per annum.

Considering that a survey suggests that 61% of the pits are between 75% and 100% full and that 20% are older than five (5) years suggests that major challenges lie ahead in ensuring the sustainability of the rural sanitation program. The maintenance plan for VIP toilets installed is under development.

3.1. WATER PROVISION

Employees: Water Services					
Job Level	2016/2017	2017/2018			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0 - 3	11	9	9	0	0
4-6	28	25	24	1.01	0.2
7-9	81	80	78	2.01	0.4
10-12	65	65	65	0	0
13-15	57	57	57	0	0
16 - 18	179	202	187	4.03	3.42
Total	421	438	420	7.05	4.02

Table 3.1.5

Financial Performance 2017/2018: Water Services				
R'000				
Details	2016/2017	2017/2018		
	Actual	Original Budget	Adjustment Budget	Actual
Total Operational Revenue	397 771	599 436	551 632	530 558
Expenditure:				
Employees	146 062	156 169	140 455	172 132
Repairs and Maintenance	31 591	41 915	12 932	17 708
Other	412 010	264 477	278 986	362 045
Total Operational Expenditure	589 663	462 561	432 373	460 890
Net Operational Expenditure	191 892	136 875	119 259	69 668

Table 3.1.6

Capital Expenditure 2017/2018: Water Services R' 000					
Capital Projects	2017/2018				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All - R					
Kwaxolo Water Supply: Reticulation	4 000	817	765	52	
Mhlabatshane Regional Water Supply	10 000	7 160	6 556	604	
Umtamvuna Water Works Raw Water Upgrade	20 000	24 149	26 213	-2 063	
Mabheleni East Water Project	5 000	9 744	9 880	-136	
Harding Weza Regional Water Supply (Dam)	35 000	33 580	34 120	-540	
Harding Weza Regional Water Supply (Bulk)	7 500	1 080	1 643	-563	
Thoyane Water Project		850		850	
Stick Farm Water Scheme					
Nyavini Water Supply Scheme		1 484	683	801	
Umkhulu Bulk Water Augmentation Scheme	10 500	9 744	9 880	-136	
Masinenge Bulk Water and Sanitation Project	5 500	7 477	4 893	2 584	
Msikaba and Surrounds Water Supply Scheme	15 000	12 000	201	11 799	
Umkhulu Slum Clearance: Farm Isonti	10 000	3 178	5 795	-2 617	
Water Pipeline Replacements	33 500	87 265	89 615	-2 380	
Mistake Farm Supply Scheme	11 479	9 355	8 805	550	
Bulk Water and Sewer Infrastructure for Mazakhele, Harding	1 500		697	-697	
Vulamehlo Cross-Border Water Scheme	5 000	6 017	3 244	2 772	
Kwalemba Bulk Water Extension	2 500	702	581	121	
Kwanyuswa Water Scheme	2 500	2 775	127 099	-124 324	
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.</i>	181 979	214 602	203 601	11 031	

Table 3.1.7

3.1.1.2. Water Services Performance Overall:

Financial Performance 2017/2018: Water Services					
R'000					
Details	2016/2017	2017/2018			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	107 384	95 891	57 907	55 695	-2 212
Expenditure:					
Employees	29 356	37 074	33 344	40 864	-7 520
Repairs and Maintenance	4 995	12 594	3 618	4 434	-816
Other	51 552	42 557	41 237	53 235	-11 998
Total Operational Expenditure	85 903	92 225	78 199	54 808	-20 334
Net Operational Expenditure	-21 481	3 666	-20 292	887	-22 546

Table 3.2.4

Employees: Sanitation Services					
Job Level	2016/2017	2017/2018			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4-6	4	6	5	0.98	0.48
7-9	20	24	24	0	0
10-12	36	36	34	1.06	0.96
13-15	27	27	27	0	0
16 - 18	113	115	115	0	0
Total	200	208	205	2.04	1.44

Table 3.2.3

Municipal Vote/Capital project	Individually Approved (Yes/No)	Asset Sub-Class	2017/2018 Medium Term Revenue & Expenditure Framework	
R thousand	6	3	Budget Year 2017/2018	Actual 2017/2018
Parent municipality:				
<i>Capital projects grouped by Municipal Vote</i>				
Finance and Administration (mSCOA System Implementation (Phase 2))		BTO78	3 000	3 000
Finance and Administration (Replacement of assets from insurance pay outs)		BTO68	1 009	80
Finance and Administration (fridge)			3	3
OMM (Property Transfers Project)		OMM100	400	198
Corporate Services (Computer Equipment)		CS025A	1 950	1 947
Corporate Services (Furniture & Equipment)		CS021A	850	850
Corporate Services (Motor Vehicles)		CS011A	16 167	15 873
Corporate Services (Disaster Management Building)		CS023A	8 000	5 211
Corporate Services (Oslo Beach Phase 3)		CS023A	5 400	4 472
Corporate Services (Canteen & Toilet for Connor Street and ground floor)		CS023A	500	438
Corporate Services (Fleet workshop & garage earthworks)		CS023A	1 000	1 000
Corporate Services (Improvement various areas (including stores))		CS023A	16 800	14 797
IED: Environmental Management (Odometer for noise pollution)		IED59_EMS_CAP1	300 000	0
IED: Environmental Management (PM10 monitor)		IED59_EMS_CAP1	350 000	0
Water Services				
Waste Water Management				
M&E Replacement of Ageing Infrastructure		WS/WAT/CAP/2	3 333	2 510
Margate WWTW		ws/san/cap/11_12_13_14	976	597

Shelly Beach WWTW		ws/san/cap/16_17_18	346	0
Gamalakhe WWTW		ws/san/cap/19_20_21	533	282
Ramsgate WWTW		ws/san/cap/23_24	200	123
Palm Beach WWTW		ws/san/cap/25_26	33	0
Red Desert WWTW		ws/san/cap/27_28_29	73	101
Melville WWTW		ws/san/cap/30	33	0
Pennington WWTW		ws/san/cap/32_33_34	0	0
Umbango WWTW		ws/san/cap/3	0	0
Public Ablution Facilities		???	0	0
Parent Capital expenditure				
SANITATION INFRASTRUCTURE-MIG				
Malangen Low Cost Housing Project		WS/PMU19	13 353	9 559
Sanitation Refurbishment Phase 1 (Port Edward to Park Rynie)		WS/PMU20	2 606	828
Umzinto Waste Water Treatment Works and Outfall Sewer Upgrade and Rehabilitation		WS/PMU21	150	0
Pennington Waterborne Sanitation Project – Provision of bulk sewer & reticulation infrastructure		WS/PMU22	12 777	1 618
Margate Sewer Pipeline Replacement		WS/PMU24	6 831	6 831
Masinenge / Uvongo Sanitation Project		WS/PMU25	662	1 021
Bhobhoyi / Mkholombe Sanitation		WS/PMU26	120	0
Park Rynie Sanitation		WS/PMU27	80	0
KwaLatshoda		WS/PMU28	2 768	2 542
Harding Sanitation Scheme: Phase 3		WS/PMU31	4 474	4 474
Ugu South Coast Tourism Entity				
Ugu South Coast Development Agency				
Entity Capital expenditure				
Total Capital expenditure				
<u>References</u>				Table 3.2.5

3.3 WASTE MANAGEMENT

(a) Waste recycling at Ugu offices

This project has worked well for many years. However, improvements can still be made through education and commitment. The most critical waste stream in offices is paper, but paper, cardboard, soft plastic are also provided for although they are in small volumes in the municipality at the moment. Due to cost and environmental implications, a paperless municipality is being explored, but this will have to be done in line with archiving requirements. Plastic pollution education was undertaken with Corporate Services employees as part of the 2018 theme for the World Environmental Day/Month.

3.4 FREE BASIC SERVICES AND INDIGENT SUPPORT

3.4.1 Introduction to Free Basic Services and Indigent Support

	Households earning less than two state pensions per month	
	Total expenditure	Access
2017/2018	R3 999 782	100%

Table 3.4.1

Financial Performance 2017/2018: Cost to Municipality of Free Basic Services Delivered					
Services Delivered	2016/2017	2017/2018			
	Actual	Budget	Adjustment Budget	Actual	Variance to Budget
Water	48 261	70 037	70 037	65 248	4 789

Table 3.4.2

3.4.1.1 Free Basic Services and Indigent Support:

All households that have access to water are provided with free basic water, being 6kl to those with connections and those drawing from sources other than taps like standpipes will access more.

An indigent register is kept, ascertaining that all indigent consumers with connections are provided with the required water.

COMPONENT C: PLANNING AND DEVELOPMENT

3.4 PLANNING

3.4.1 Introduction to Planning and Development

The Development Planning unit deals mainly with three functions which are:

- **Strategic Planning** – this involves the development of an Integrated Development Plan (IDP) and Organisational Performance Management System.
- **Spatial Planning** – this involves the development of Spatial Development Framework and regional spatial plans. Furthermore, it includes the development of the Land Use Management Framework for the entire district
- **Performance Management System** - this involves the management and reporting of performance of the municipality on service delivery matters

Highlights: Development Planning

The highlights of the unit have been the consistent compliance on PMS legislated requirements and improved coordination of the development of both the IDP and OPMS. The Auditor General's opinion on PMs has again been an unqualified opinion.

Furthermore, the coordination of the District Planners Forum leading to healthy participation and relations within the district has been one of the highlights which has played a major role in ensuring effective implementation of Development Shared Services.

Challenges Development Planning

In the prior year, the review of the Spatial Development Framework (SDF) was a challenge but with the availability of a grant from CoGTA the SDF was attended to and councilors are to be trained on same.

What is further required is the development of an Integrated Transport Plan for the district.

3.5 LOCAL ECONOMIC DEVELOPMENT

INTRODUCTION TO ECONOMIC DEVELOPMENT

Municipalities derive the LED mandate from Section 152(1)(c) which envisages the role of local government as being to promote social and economic development and likewise from Section 153(a) and (b) which states that a municipality must manage its administration and budget and planning process to give priority to the needs of the community, and to promote the social and economic and the community and to participate in the provincial and national development programs. Pursuant to this mandate Ugu District Municipality had during the past financial year implemented projects and programs under the four Portfolios which constitute the Economic Planning & Development Unit namely, Agriculture, Rural Development and Land Reform, Mining, Manufacturing & Energy, SMMEs & Cooperative Development and Economic Research, Development & Capacity Building. As a Unit that is charged with the responsibility of fulfilling the LED Function the Unit is responsible for formulating programs and projects as well as resource allocation and prioritization in selection of initiatives that will best tackle the triple of poverty, in equality and joblessness.

During the 2017/18 financial-year a decision was consciously made to prioritize the annual budget towards tangible assistance whereby projects across various sectors were provided with various forms of in-kind support, the rationale behind which is to promote entrepreneurial activity and livelihoods through Community Projects, Cooperatives and emerging enterprises. Through this rechanneling of budget allocation support was advanced to entities across the wide spectrum of manufacturing, among who are bakeries, block manufactures, emerging steel works, small scale food processing, upholstery, carpentry and in agriculture, various farming activities such as piggery farming, vegetable production, tea essential oils primary production i.e. extension of hectares under tea tree production, moringa plant processing and such support was extended to entities within the retail sector.

These initiatives position the LED Unit to influence outcomes related to PGDP Strategic Objectives related to unleashing the agricultural potential, Development and ensuring under commercial use. With plantation these are new and industries which enable the district to have a foothold which accords with RASET. enhance viability. Another initiative is that they are receive very minimal external



SMME & Cooperative that (*hinter*)land is placed moringa and tea tree therefore unsaturated emerging black farmers within in commercial enterprise These attributes greatly unique attribute of these private-sector originated and support which allows for their

organic evolving. Furthermore, both these initiatives expose our emerging farmers simultaneously to value adding together primary production. These are also labour-intensive production oriented which creates employment and therefore distribute income throughout the community. Finally, by virtue of them creating jobs where people reside, such initiatives are likely to stem the tide of and reverse the rural-urban migration trend, which mitigates some of the socio-economic ills that are associated with this phenomenon.

Photo A. Moringa Plantation Project by PCB & FG Moring Cooperative LTD located in Ward 1 Umzumbe which received assistance with irrigation and Processing Plant. The photo inside paragraph 2 above depicts harvesting in process



Sample of processed Moringa Tea by PCB & FG Moringa Cooperative LTD which represents value-adding and more income accrual to the project participants.



Photo C: Sample of production of Design Trim Primary Cooperative Ltd located in Ray Nkonyeni Municipality (KwaShobashobane Area) Ward



An entrepreneur Nkossy Phungula t/a Foodie King Located in Umzumbe Ward 18 who received support during the reporting period.



An entrepreneur Nelly Mkhize t/a Nelzamk located at Umzumbe Municipality Ward 10 Nyangwini Area producing potato foods



LED section holding a meeting with Bhomela Cooperative members



Picture shows members of the Cooperative receiving raw materials support from the LED Unit.



Picture above shows members of the cooperative standing next to the baking equipment which they received under the LED Unit's in-kind support during the financial-year.



Sample of finished product manufactured by Bhomela Cooperative LTD.

Economic Activity by Sector R '000			
Sector	2016	2017	2018 (Quarter 1)
Agriculture	1 936 930	2 121 366	2 009 688
Mining	164 016	171 879	131 363
Manufacturing	2 629 986	2 650 121	2 874 498
Trade	477 122	475 828	832 846
Finance.	1 245 429	1 244 450	1 129 966
Community Services	3 834 394	3 819 062	3 812 309
Electricity	1 743 000	1 779 328	1 804 884
Transport	3 186 342	3 234 349	2 933 580
Construction	4 355 839	4 405 142	4 584 732
Total	19 573 058	19 901 524	20 113 866

Table 3.5.1

Economic Employment by Sector			
Sector	Jobs		
	2016 No.	2017 No.	2018 (Quarter 1) No.
Agriculture	11 552	10 802	10 686

Jobs Created during 2017/2018 by LED Initiatives (Excluding EPWP projects)				
Total Jobs created / Top 3 initiatives	Jobs created No.	Jobs lost/displaced by other initiatives No.	Net total jobs created in year No.	Method of validating jobs created/lost
Total (all initiatives)	222	Unknown	Unknown	As indicated in relevant rows below.
2015/2016 (SMME & Cooperatives Development Sector)	18	Unknown	Unknown	Extract of Minutes of Meeting of LED Portfolio Committee
2016/2017 (Ezingoloni Tea Tree Essential Oils Plantation and Value Chains Cluster)	80	Unknown	Unknown	Tea Tree Essential Oils Project Technical Report
2017/2018 (Performing Arts, Agriculture, Plumbing Apprenticeship, LED Capacity Support to LMs and One-home-one Garden Pilot Support Program)	124	Unknown	Unknown	LED Portfolio Committee Extract
T 3.5.3				

Mining	1 361	1 422	1 407
Manufacturing	15 485	15 864	15 694
Trade	521	533	528
Finance	11 226	11 432	11 309
Community Services	34 362	35 231	34 853
Electricity	7 407	7 718	7 635
Transport	15 418	15 558	15 391
Construction	35 216	35 765	35 381
Households	14 921	14 935	14 774
Total	147 469	149 262	147 659
T 3.5.2			

Comments on employment Statistics

Overall district employment stats tend to mirror the general economic trend as reflected in table 3.5.1 above. Consistent with table 3.5.2 above, the construction sector is the highest contributor to job creation followed closely by community services. Of major concern is that year-on-year growth is very marginal which implies an economy that tends towards stagnation. Meanwhile, agriculture, touted as staple industry for the region, shows a decline in employment which is of great concern. Overall, these stats underscore the importance of the need for stakeholder to roll-up their sleeves and intensify LED efforts.

Job creation through EPWP* projects		
Details	EPWP Projects No.	Jobs created through EPWP projects No.
2015/2016	16	178
2016/2017	27	594
2017/2018	35	1429
* - Extended Public Works Programme	T 3.5.6	

Employees: Local Economic Development Services					
Job Level	2016/2017	2017/2018			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	1	1	1	0	0
4 – 6	1	4	3	1	75
7 – 9	1	1	1	0	0
Total	3	6	5	1	0
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.					
T 3.5.7					

Financial Performance 2017/2018: Local Economic Development Services					
R'000					
Details	2016/2017	2017/2018			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	249 316	26 036	23 240	22 352	-888
Expenditure:					
Employees	16 627	15 690	14 111	17 294	-3 183
Repairs and Maintenance	0	0	0	0	0
Other	5 648	17 000	17 730	22 889	-5 159
Total Operational Expenditure	22 275	32 690	31 842	40 183	-8 341
Net Operational Expenditure	-227 041	-6 654	-8 602	-17 831	-9 229
T 3.5.8					

Capital Expenditure 2016/2017: Economic Development Services					
R' 000					
Capital Projects	2017/2018				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	0				
Project	Nil	N/A	N/A	N/A	N/A
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					
T 3.5.9					

COMMENT ON LOCAL ECONOMIC DEVELOPMENT PERFORMANCE OVERALL:

In view of the emphasis provincially on the role of District Development Agencies (DDAs) in the delivery of large scale/high impact development initiatives, the LED Unit of Ugu is no exception to this and thus, has followed suit and assigned most of the projects of this nature to the Ugu South Coast Development Agency (USDA) and this has resulted in the nature of projects assigned to the LED Unit to assuming a more small and medium scale character.

Likewise, in line with this change in emphasis the LED Unit is now dedicating more of its focus on individual SMMEs, Cooperatives, Community Groups such as communal gardens with an even greater emphasis on providing these entities with in-kind, technical and other capacity enhancing support in order to help them deal with immediate challenges they confront in their daily struggles as they try to eke out livelihoods. In practical terms, this means that the Unit has shed all its potential capital projects in favour specialization as per the foregoing. This situation will carry on into the foreseeable future with the USCDA taking a leading role and the Unit participating in such initiatives as the case is with other primary LED stakeholders.

3.6 RIGHTS OF A CHILD

Introduction

Rights of the Child is a responsibility of government institutions including municipalities to create an environment that is child-friendly; prioritizes and protects children's rights.

Over the years it has become a common-place for children to be neglected; abused; exploited and killed. This is a result of society's disregard for the value of human life, dignity and rights of vulnerable groups, especially children. Our responsibility is to protect those rights. The role of the District Municipality is to coordinate all programmes in relation to this cause and create a platform for all stakeholders sharing common cause such as NGOs, CBOs, Local Municipalities and Government Departments, particularly DSD and DOE who are key stakeholders.

The following are programmes achieved

- Dress a Child Campaign
 - provide school uniforms to learners from disadvantaged backgrounds.
- Children's Rights Awareness Campaigns
 - capacitate children on their rights and responsibilities. Furthermore, to empower children in terms of protective behaviour.
- Take a Girl Child to Work
 - an annual Cell C corporate social investment is a girl empowerment campaign, held in South Africa since 2003. Companies involved organise for female high school learners, usually from disadvantaged backgrounds, to spend the day at their place of work on the last Thursday of May.
- Children's Parliament/Child Ambassador
 - National Children's Parliament is a way of saluting Nelson Mandela for prioritizing children on the national development agenda ranked as the key strategic activity in the building of a national child rights movement the Children's Parliament is initiated through a partnership between the Department for Women, Children and People with Disabilities and the NMCF.
- Support for Child-Headed Households
 - Provide immediate hunger relief to children living without parents or guardians by providing food parcels before cases are referred to the Department of Social Development for further intervention.
- Christmas for Children Living in Shelters
 - Targets children in shelters with no families to make them feel important as well and can enjoy childhood through playing.
- Spelling Bee
 - Children in different schools compete on spelling

3.7 3.7 HIV AND AIDS PROGRAMME

Introduction

The Special Programmes Unit coordinates the functioning and the implementation for the HIV and AIDS programmes in the district. The coordination is done through working hand-in-hand with the Department of Health which is the key department in the implementation of the HIV and AIDS programme. Other key stakeholders include with other government departments, Civil Society (PLHIV Sector) and NGOs (BroadReach, FHI360 NACOSA, Khethimpilo, AIDS Foundation, MiET Africa, Lovelife, Right to Care and so forth).

Programmes achieved

- Functional District AIDS Council with full support of Political Leadership. Members of civil society being represented in the Council
- Continuous reporting to the Provincial AIDS Council
- Vibrant and visible PLHIV sector
- Extensive awareness campaigns on HIV, TB, STIs and teenage pregnancy conducted in communities, schools and churches wherein the district partnered with various stakeholders
- Conducted Intergenerational Dialogues between senior citizens and youth and partnered with district partners in 18 community dialogues
- Capacity building programmes conducted for PLHIV sector
- Good relations with partners working in the district
- Establishment and functioning of She Conquers campaign committee-meeting monthly and conducts various activities which deal directly with the 5 She conquers objectives: i.e.
 - Decrease new HIV infections in adolescent girls and young women by at least 30%
 - Decrease teenage pregnancy by at least 30%
 - Keep girls in schools until matric-increase retention by 20%
 - Decrease gender base and sexual violence by 10%
 - Increase economic opportunities for young girls by 10%
- Over 1000 nutritional supplements provided to non-governmental organizations dealing with HIV and AIDS in the community
- Convened a 2-day District HIV and AIDS Summit and developed multi sectoral District Implementation Plan 2017-2022 (draft) which is aligned to the National Strategic Plan 2017-2022 which has 8 goals:
 - Goal 1: To accelerate prevention to reduce new HIV, TB and STI infections
 - Goal 2: To reduce morbidity and mortality by providing HIV, TB and STIs treatment, care and adherence support for all
 - Goal 3: To reach all key and vulnerable populations with customised and targeted interventions
 - Goal 4: To address the social and structural drivers if HIV, TB and STI infections
 - Goal 5: To ground the response to HIV, TB and STIs in human rights principles and approaches
 - Goal 6: To promote leadership and shared accountability for a sustainable response to HIV, TB and STIs
 - Goal 7: To mobilise resources to support the achievement of NSP goals and ensure a sustainable response
 - Goal 8: To strengthen strategic information to drive progress towards achievements of NSP goals
- Condom distribution enhanced through support of a Health Promoter based in the District (appointed by Office of the Premier)

-
- Geospatial mapping done by KZN treasury in Umdoni Municipality (relevant stakeholders and civil society were present)
 - Ongoing support to people who are infected and affected by HIV and AIDS.

Challenges

- Adherence to HIV/AIDS and TB treatments.
- Total patients remaining on ART fluctuating due to high number of patients lost due to follow-up.
- High HIV positivity rate from high transmission areas (HTAs) (e.g. TVETs, Sex Workers and Truck Stops).
- Increase in the number of new sexual assault cases compounded by social ills such as drug and substance abuse; poverty; and so forth.
- WAC functionality is hindered by poor participation.

3.8 People Living With Disability

Introduction

People with Disability in South Africa encounter a range of physical, cultural social and attitudinal barriers, which prevent them from enjoying and accessing their full civil, political, economic, and social and developmental rights. The Special Programmes Section is committed to promoting an integrated National Disability Forum strategy. The collaboration is aimed at ensuring that those with disability are included in making decisions about their lives, have access to justice, achieve independent living, establish an adequate standard of living, personal mobility, enjoy freedom of expression and participate fully in society.

The Special Programmes Section is tasked with mainstreaming the Disability Programme within the District. Mainstreaming involves the integration of disability issues and interventions with government legislation and programmes and other sector organisations or programs.

Roles and Responsibility:

- Develop an Ugu District Municipality implementation plan that is aligned to the National Disability Strategy.
- Promote participation by relevant stakeholders in the development and use of research
- Encourage a process allowing the development an integrated project based budget.
- Facilitate capacity development among stakeholders to enhance INDS implementation
- Develop a reporting mechanism to facilitate the dissemination of information by using appropriate medium e.g. Braille.
- Encourage the sharing of resources and the adoption of asset-based approaches.
- Change attitudes through sensitization and awareness programmes.
- Advocate and facilitate inclusion in the decision-making process.

Programmes achieved:

- Therapeutic Session for mothers with disabled children
- Disability Sports Day
- Skills Development Workshop
- Awareness campaigns
- Driver's License Pogramme
- Economic Empowerment Workshop

-
- Sanitary Dignity Campaign in Special Schools
 - Disability NPO Grant's Support

Challenges

- People with disabilities are far less likely to be employed. Departments do not meet their mandate to employ at least 2% of disabled people
- Physical environment not accessible. Public transportation may be unavailable or at an inconvenient distance
- Lack of relevant assistive technology in Government Departments thus making them inaccessible to people who use assistive devices.
- Negative attitudes of people towards disability
- Written health promotion messages with barriers that prevent people with vision impairments from receiving the message – no braille or versions for people who are visually impaired.

3.9 SENIOR CITIZEN PROGRAMME

Introduction

Senior Citizens must be full participants in the development process and share in its benefits. No individual must be denied the opportunity to benefit from development. Older persons have been previously marginalised, as ageing has been perceived as a problem rather than a natural process.

The Special Programmes Section is the main facilitating section. All this operation's work is founded on the goal of mainstreaming senior citizens into all policies, programmes and projects across all government spheres. This means effectively ensuring that the focus on the empowerment of and protection of senior citizens is effective coordinated and monitored. It further has a vital role to play as the principal coordinating institution for the Ugu District Senior Citizens Forum.

Roles and Responsibility:

- Coordinate and facilitate a comprehensive agenda for the promotion & protection of senior citizens,
- Ensure that government translates its constitutional & global commitments into measurable & meaningful programmes,
- Establish multi-sectoral Forums to mainstream & monitor rights of senior citizens.
- To promote close collaboration between the UDSCF, government departments and the broader NGO-sector involved with senior citizens sector,
- To coordinate, monitor, evaluate and report on the implementation of programmes and strategies aimed at achieving goals for senior citizens,
- To raise awareness, advocate and lobby on, and conscientise the public about senior citizens' rights with a view to stimulating public debate,

Programmes achieved

- Functional Ugu District Senior Citizens Forum (UDSCF). The objectives of the UDSCF:
 - To guide the District response
 - To create and strengthen partnerships for an expanded provincial response to issues of Senior Citizens
 - To mobilize resources for partnership activities
 - To promote the Senior Citizen Act

-
- To establish medium and long-term goals of Senior Citizen's, based on the Senior Citizen's Act
 - To identify and formulate strategies for the attainment of the above goals
 - To coordinate, monitor evaluate and report on the implementation of programmes and strategies aimed at achieving goals for Senior Citizens
 - To raise awareness, advocate, lobby on and consociates the public about the Rights of Senior citizens
 - To lobby / advocate for allocation of resources by the Government
 - To identify, solicit and mobilize resources to implement initiatives aimed at promoting and protecting the rights of Senior Citizens
 - To receive reports of all sectors on sectoral responses for the purposes of monitoring and evaluation of the effectiveness and impact of all sector efforts
 - To facilitate and support the establishment of the Local Municipality Senior Citizens Forums.
 - To strengthen capacity at all levels by providing the necessary framework, guidance and support to all sectors to achieve these objectives
-
- Functional Senior Citizens Forums at local level with vocal members and Chairperson's who also participate in the District Forum
 - Conducted awareness campaigns on elder abuse, chronic diseases, active ageing and healthy living etc.
 - Coordinated the District Intergenerational dialogue with senior citizens and youth
 - Coordinated workshop on social benefits and means test for senior citizens
 - District senior citizens participated in Provincial and National Golden Games 2016
 - District senior citizens participated in the Provincial Senior Citizens Parliament and submitted a motion
 - All local municipalities are represented in the district senior citizen's forum
 - District is also represented in the Provincial and National Senior Citizens Forum
 - Provided 4 senior citizens clubs with sewing machines and material (all local municipalities received material)
 - Providing ongoing support to senior citizen's luncheon clubs
 - Coordinating and supported destitute elderly
 - Provided 400 senior citizens with walking sticks, 50 blankets, and nutritional supplements

Challenges

- Shortage of skilled personnel to provide adequate home-based care for older persons.
- South African Social Security Agency (SASSA) paypoints are not user-friendly for older persons ranging from long queuing times, lack of basic facilities including toilets, shelter, and seats; and so forth.
- Limited knowledge of human rights.

3.10 GENDER PROGRAMME

Introduction

The Gender Programme promotes the respect for the rule of law, human rights as well as economic and social development for both women and men to ensure that equal opportunities are achieved. The Gender section aims to promote, protect, monitor, and evaluate gender equality within the District. The programme is responsible for the coordination and implementation of strategies that would ensure that women play an active role in the economy of the District and the country at large thereby escaping the cycle of poverty and abuse. This it does by raising awareness on issues pertaining to women's health, men's health, skills development, sexual health, fighting domestic abuse and access to justice.

The Special Programmes Unit works closely with the 4 local municipalities to coordinate and implement strategies that promote gender equality and raise awareness on issues such as sexual and reproductive health, gender-based violence, and access to legal, health, economic and social services within the District.

Roles and Responsibility:

- Guide the District response to gender-related issues.
- Create and strengthen partnerships for an expanded provincial response to issues of Gender.
- Mobilize and streamline resources to effectively implement partnership activities.
- Establish medium and long-term goals for the Gender Programme based on the Gender Equality Act.
- Coordinate, monitor, evaluate and report on the implementation of programmes and strategies aimed at achieving Gender goals.
- Raise awareness, advocate, lobby on and consociates the public about the Rights of Gender

Programmes achieved

- Women in Leadership
- Annual Umkhosi Womhlanga
- Men Empowerment Session
- Boys-to-Men Session
- Women Empowerment Session
- Young Women's Summit
- Widows Workshop
- Ondlunkulu Workshop
- Men's Summit
- Sanitary Dignity Campaigns
- Moral Regeneration

Challenges

- Unequal opportunities available to women due to nepotism, gender bias and stereotyping.
- High unemployment results in high poverty rates.
- Cultural beliefs and social norms perpetuate gender-based violence.
- Limited knowledge of human rights.
- High teenage pregnancy rates has resulted in high drop-out rate in schools amongst adolescent girls.

3.11 EXPANDED PUBLIC WORKS PROGRAMME

Introduction

The EPWP is one of several Government initiatives aimed at addressing unemployment and alleviating poverty within Ugu District Municipality in the short to medium-term. The EPWP involves creating temporary work opportunities for the unemployed, using public sector expenditure. The importance of the EPWP is clearly reflected in the key government policies like the New Growth Path (NGP) and the National development plan (NDP). In both, EPWP is positioned as a key programme to contribute to achieving government's goals of halving unemployment and addressing gaps in the social protection system.

Programmes achieved

- Some beneficiaries are now permanently employed by Ugu District Municipality
- HIV Aids training
- Chain Saw training
- Labour Intensive Construction methods workshop

Challenges

- Tender document not having EPWP component
- Limited budget
- Local Municipalities not cooperating during recruitment

3.11 YOUTH DEVELOPMENT

Introduction; programmes achieved and challenges

Employees: Special Programmes					
Job Level	2016/2017	2017/2018			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0
4-6	5	5	5	0	0
7-9	1	1	1	0	0
10-12	0	0	0	0	0
Total	7	7	7	0	0

Table 3.11.1

Employees: Youth Development					
Job Level	2016/2017	2017/2018			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0
4-6	1	1	1	0	0
7-9	1	1	1	0	0
Total	3	3	3	0	0

Table 3.11.2

Financial Performance 2017/2018: Special Programme					
R'000					
Details	2016/2017	2017/2018			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue		9 487	8 468	8 145	-324
Expenditure:					
Employees		6 756	5 572	6 829	-1 257
Repairs and Maintenance		0	0	0	0
Other		15 729	16 045	21 178	-4 773
Total Operational Expenditure		22 485	21 977	12 099	-6 030
Net Operational Expenditure		-12 998	-13 509	-3 955	-6 353

Table 3.11.3

Financial Performance 2017/2018: Youth Development					
R'000					
Details	2016/2017	2017/2018			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue		9 187	8 200	7 887	-313
Expenditure:					
Employees		4 755	3 572	4 378	-806
Repairs and Maintenance		0	0	0	0
Other		15 729	16 045	21 178	-4 773
Total Operational Expenditure		20 484	19 977	12 099	-5 579
Net Operational Expenditure		-11 297	-11 777	-4 212	-5 892

Table 3.11.4

COMPONENT E: ENVIRONMENTAL PROTECTION

E.1 Introduction to Environmental Protection

Environmental management is essentially the manner in which natural resources are utilized in order to serve the social, economic and other needs of the present and future generations. The level and extent of protection of natural environmental carrying capacity in order to uphold and maintain the development needs is very important for the realisation of sustainable development.

Ugu as a region is a tourist destination, and this economic pillar relies on its natural scenic beauty. As a water and sanitation service provider and authority, the municipality relies on water resources and such must be protected and treasured in order to ensure sustainable water and sanitation service delivery.

Ugu Environmental Management has developed various environmental management instruments, while others are still under development, as per legislative requirements of the National Environmental Management Act (NEMA) and other legislations. These provide a strategic direction during planning phases of development as the municipality has to work within the capacity the current natural assets for sustainability of the development. As per chapter 5 of NEMA, some of the instruments are essential for risk management and compliance with environmental legislation as they proactively assess the impacts of development on the environment in order to mitigate negative effects and maximise positive impacts. The infrastructural investments of the municipality are also protected in cases of natural events. In order to achieve environmental protection while meeting the development social needs of the communities, the municipality has complied with these requirements and still strives to improve in the immediate to long-term.

3.14 POLLUTION CONTROL

3.14.1 Introduction to Pollution Control

Ugu is on its final year of the first generation of Atmospheric Emissions Licence (AEL) regime under the National Management: Air Quality Act of 2005 (NEM:AQA). While compliance was achieved, some improvements are very necessary in order to achieve and maintain a good state of air in Ugu District Municipality. This is for the benefit of the environment and ultimately public health.

As an atmospheric emissions licensing (AELA) authority atmospheric emissions licensing, air quality management is essential to ensure the protection of air quality in the district. The responsibilities of a district municipality as required by the Air Quality Act have been met and air pollution mitigation measures are continuously being implemented. Air quality management by-laws, Air Quality Management Plan and Atmospheric Emissions Licensing are in place. A reasonable number of eligible facilities that are listed under Section 21 Notice of the Air Quality Act are being licenced while others are still being followed up for compliance with this requirement. A database of Controlled Emitters according to Section 23 of the same legislation has been compiled and declared by the Council. Therefore, legislative measures are being followed with regard to their reporting and compliance measures for those that do not comply are being applied gradually.

The SAAELIP is an online portal for applying for an Atmospheric Emission License (AEL) in terms of the National Environmental Management: Air Quality Act, 2004 (Act No. 39 of 2004) as well as the reporting of emissions data for the compilation of the National Atmospheric Emissions Inventory (NAEIS). The portal allows users to:

- Create and manage user accounts;
- Submit and manage AEL applications online;
- Track the status of an application;
- Submit emission inventory data & compliance reports;
- Receive e-mail notifications on licensing results;
- Receive e-mail alerts of upcoming reporting obligations; and
- Track historical versions of all applications

Our facilities have all been registered with this online system and are reporting emission inventory data and compliance report as and when required.





Figure 3.14.1 Air pollution measures: Industrial inspections to determine eligibility for licensing or compliance with license conditions

3.14.2.1 Performance of Pollution Control Overall:

Ugu District Municipality as a water and sanitation services authority has invested in the development and maintenance of infrastructure. It therefore has a crucial responsibility towards environmental protection through prioritising environmental impact management and compliance, environmental planning and education and awareness. Due to interface with the coastal environment, minimizing coastal pollution remains a serious challenge for the municipality. However, measures are continuously being taken on an ongoing basis to minimize impacts on the environment and human health, hence working with Environmental Health Services is critical.

3.15 BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES); AND OTHER (EG. COASTAL PROTECTION)

INTRODUCTION BIO-DIVERSITY AND LANDSCAPE
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Biodiversity management is very crucial for ensuring the conservation and sustainability of natural capital in order to sustain ecological goods and services that support livelihood (food and income), pollution control, tourism, recreation and aesthetics, religious beliefs, research and education, traditional health (medicine).

3.16 BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES); AND OTHER (EG. COASTAL PROTECTION)

Comment on the performance of Bio-Diversity; Landscape, Climate Change, Coastal Management and overall

The following are the strategic areas of focus with regards to the above:

1. Biodiversity management focusing on both fauna and flora.

(a) Feral animal (bush pigs) management

Three different local municipalities have been explored in 3 local municipalities in order to empower communities to be self-reliant in terms of feral animal management. However, one of the critical things to be do is develop a strategy that will give a strategic, science-based policy direction to the management of problem animals in the district. This will be the 4th phase of the bush pig management attempt.

(b) Invasive Alien Species Programme

Research and practical experience have shown that the IAS, in their many forms have severe, detrimental economic and ecological effects whose extent is not well understood and appreciated. This lack of understanding is not good for economic policy and decision-making. Plant invasions alter ecosystems, as well as important natural processes such as fire frequency, nutrient cycling, erosion, hydrologic cycles and sediment deposition, which, in turn, result in significant negative environmental, and therefore socio-economic impacts – for both current and future generations.

The National Environmental Management: Biodiversity Act requires each and every property owner to control and manage these species in their backyard. In compliance to this legal call, Ugu's efforts have been invested in programmes, projects and engagements that focus on the control and management of IAS in Ugu's land and properties. There are initiatives that are being undertaken that stand to benefit every citizen of Ugu in various ways. These include organizations responsible for alien plant control through national government funding, local conservatives, youth, women and schools. A close focus is being placed on the common plants that are found in Ugu properties (even homes), the dangerous ones to our workers, how to handle/report those that need special methods. Having said all this, Ugu believes that controlling and managing invasive alien plants is everyone's business. Research by the South African Biodiversity Institute (SANBI) is ongoing, focusing on emergency weeds.

(c) **Biodiversity management forum** – this is a multi-stakeholder forum that stages dialogue amongst all stakeholders that take part in the management of biodiversity in the district. Of primary interest and urgency now is the invasive alien plants control. The year under reporting concluded with planned positive changes that will take the forum and its deliberations and projects to the next level.

2. Coastal management

(a) Coastal Management Programme (CMP)

The CMP is in its 3rd year of implementation. Some challenges are being experienced in some priority areas like pollution management and those that are finance intensive. However, a multi-stakeholder approach to the general coastal management is the most effective mechanism, especially with regard to resource efficiency.

(b) Coastal education and awareness

Central to coastal management is environmental education and awareness of the coastal users and visitors. This is delivered through Ugu Environmental Education and Awareness Forum partnership across all societal groups. In this way resources are leveraged and optimally used, avoid duplication. Events of the year are observed and celebrated across coastal local municipalities. These include coastal clean-up campaigns like International Coastal clean-up held at Umdoni municipality by national, provincial and municipal environmental department and schools (Isulabasha and Dududu Primary schools).





International Coastal Clean-up at Umdoni LM

(c) Working for the Coast project

The aforesaid annual event was aligned with the DEA: Working for the Coast project which is implemented on the Ugu Coastline from Port Edward to Scottburgh, funded by the National Department of Environmental Affairs' Environmental Protection and Infrastructure Programme (EPIP). This has seen short-term employment of more than 90 people for this period of 3 years in line with the EPWP. The 2015/18 project cycle is coming to an end and a new cycle is being planned.

3. Climate change response actions

Ugu District Municipality adopted its Climate Change Vulnerability Assessment and Response Strategy, which is the first generation of any climate response strategic actions. It seeks to formalise and consolidate programmes and projects that had been haphazardly implemented with no formal structure. It is now in its first year of implementation.

The CKZNCCC regional networking forum is still doing its best to provide a networking and capacity building opportunity for its member municipalities. Ugu was nominated to take part in the Educational Partnerships for Innovation in Communities Network (EPIC-N) training opportunity that was provided by the United Nations in Cape Town, South Africa.

EPIC-N is a partnership and learning model that has been employed in the United States of America for many years to assist Local Government with capacity by involving a local university in the implementation of community projects. It was implemented through more than 30 Universities in the US and is now being piloted outside the US for the first time. Ugu Municipality in South Africa has found itself a space in it. This led to the launch of the EPIC Africa in Cape Town, with membership from South Africa (Ugu District and EThekweni Metro Municipalities, but not limited), Mozambique, Zimbabwe, Zambia, Kenya and Uganda). This capacity building may see Ugu forming partnership with the University of KwaZulu-Natal in establishing community-municipal-University actions on climate change and other projects. The University of Ugu Municipality need to enter into a formal agreement in order to initiate such projects. This opportunity does not necessarily have to be limited to climate change, as the agreement may be all encompassing and flexible.



Launch of EPIC-Africa, Ugu and Ethekeeni municipalities, and SALGA UKZN Social Sciences as first South African members.

4. Environmental education and awareness

Due to a never ending need to educate the community and the municipality about the environment and its impact on the health and socio-economic aspect and vice versa, Environmental Management continues to undertake a number of environmental education initiatives in schools, communities and inside the municipality. This is done under the banner of the Environmental Education and Awareness forum and individually. The areas of educational interest cover waste management with local municipalities, biodiversity management, climate change, air quality and many more. For some aspects, an international environmental calendar is followed in order to make education more thematic and therefore interesting. The following are some of the examples of education initiatives:

(b) Energy saving in municipal buildings Campaign

The municipality utilizes electricity in order to carry out its daily functions. This also has financial implications as it equally has resource implications in terms of the environment. As part of the Green/Eco-Office programme, a door-to-door energy conservation campaign was piloted in one municipality building of hyperactivity. It contained information about energy conservation, energy generated, carbon footprint, and so on. Lessons were designed such that they could be applicable both in workplace and home situations. This is being followed by a phase 1 energy audit project, which will officially communicate to the municipality the meaning of its energy consumption in economic, environmental terms and make recommendations on alternatives and savings. This is also aimed at accounting for the carbon footprint and reporting thereof.

(c) Pollution

The WWTWs workers have been taken through environmental education it is required by the Environmental Management Programme (EMPr). This compounded by the fact that they need to understand the implications of their work and actions on the environment and the entire value chain of wastewater treatment. During the education sessions, the workers raised issues that required management actions and Ugu management need to take these matters forward in order to abate pollution of rivers, streams and coastal environments. This will be a continuous exercise that will be aimed at achieving environmental compliance at all levels. However, management commitment and actions on operations are more critical.

(d) School environmental education programme (SEEP) and campaigns

The SEEP - led and mainly sponsored by the Department of Economic Development, Tourism and Environmental Affairs with the District) - runs annually. Schools get involved in environmental management as part of the curriculum through various themes. Their themes covered areas like waste management, school greening, gardening (especially permaculture), science and technology, culture and heritage, community involvement, etc. At the end of 2017 calendar year, the participating schools were assessed for their work and were awarded on 28 February 2018. They have started working again for the ensuing year, which is 2018 to be awarded in 2019. New ones will be being recruited.

The following SEEP 2017 highlights are worth noting:

- Total registration: 90 schools
- Prepared for assessment: 74 schools

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- Out of 74, visited just for assistance: 30 schools
 - Actual completed: 44 schools
 - Environmental clubs resuscitated by the Department of Environmental Affairs (provincial) 2017: 20
 - Partnerships: Hans Merensky (maintained) and UShaka Marine World (new – 2017)
 - Hans Merensky proposed enhancement of health and hygiene and youth development in rural areas. They have developed a Community Engagement strategy and activities in the rural areas of Umuziwabantu in the areas of youth development and environmental management.
 - For some schools more inroads being made into the international competition by schools, did well in 2017 and were awarded as such.



SEEP 2017 Awards



At SEEP 2017 Awards, excellent late learner Slindokuhle Mpisane from Bongucele Junior Seconday School, who passed away two weeks later from a freak car crash that killed 4 learners. She will forever be remembered by the Environmental Education Forum and her educators for her last excellent presentation at the 2017 Awards.

(e) Environmental Calendar days

Schools and communities also get educated on environmental management through the celebration of the annual environmental calendar days: Nelson Mandela Day in Umzumbe municipality with schools and communities, Arbor Month and weed buster with Ray Nkonyeni (former Ezinqoleni side) and Umzumbe schools. These were coupled with energy saving by Eskom and emergency education by Ugu Disaster Management.



Planting of Indigenous Trees at Enxolobeni Primary School



Weed Buster at Khumbuza Primary School

Employees: Environmental Management					
Job Level	2016/2017	2017/2018			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0
4-6	3	3	3	0	0
7-9	1	1	1	0	0
Total	5	5	5	0	0

COMPONENT F: ENVIRONMENTAL HEALTH

COMPONENT F: HEALTH

This component includes: clinics; ambulance services; and health inspections.

INTRODUCTION TO HEALTH

Note: Recent legislation includes the National Health Act 2003.

Municipal Health Services division focus on the key performance areas as defined in the National Health Act (Act 61 of 2003) under municipal health services which includes water quality monitoring, food control, waste management, health surveillance of premises, surveillance and prevention of communicable disease excluding immunisations, vector control, environmental pollution control, disposal of the dead and chemical safety.

Therefore, the role of Municipal Health Services, in minimizing disease morbidity and mortality, **cannot be over-emphasized**, as our role is preventative rather than curative.

The discipline of water quality monitoring, food safety and control and health and hygiene education, **has received higher priority, than the remaining disciplines**, as our mandate, as a District Municipality, is the provision of water and sanitation services.

The Municipal health services divisions follows a water quality and safety Programme to monitor, evaluate and

Financial Performance 2017/2018: Bio-Diversity; Landscape and Other					
R'000					
Details	2016/2017	2017/2018			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	1373	9 301	83 02	7 985	-317
Expenditure:					
Employees	14934	12 500	11 242	13 778	-2 535
Repairs and Maintenance		0	0	0	0
Other	1273	0	0	0	0
Total Operational Expenditure	16207	12 500	11 242	13 778	-2 535
Net Operational Expenditure	14834	-3 199	-2 940	-5 793	-2 853
Table 3.16.5					

control the quality of water supplied to citizens to ensure that the water has no threat to the health and well-being. Microbiological and physical testing is also done monthly to ensure safe and adequate water supply for domestic use, water used for recreational purposes, industrial uses, food production purposes and any other human and animal use. Also, to monitor and ensure effective waste water treatment and pollution control including collection, treatment and disposal of sewage and other water borne waste and control of surface and ground water.

Vigilant and continuous monitoring of food outlets, events and izimbizo has resulted in positive outcomes as no food poisoning cases were reported. The caterers are trained on the 5 keys to food safety prior to events which has resulted in no food poisoning cases being reported by Health facilities

Caterers trained and presented with aprons from Environmental Health Services



Information sharing caterers workshop held with sector departments to sensitize caterers on legislative requirements



HEALTH EDUCATION

Health education is necessary, to elicit long term behavioral changes in individuals and the community. Health education awareness continues to be intensified focusing on poor communities in high risk areas by means of disease profiling. Our health education component has always played a pivotal role in sensitizing

the disadvantaged communities on communicable diseases water and sanitation, chemical safety, clean up campaigns among others.



**CLEAN UP CAMPAIGN IN
UMDONI**



CLEAN UP CAMPAIGN IN GAMALAKHE

Clean up campaign in the CBD area by environmental health practitioners and environmental health assistants



BYLAWS

Environmental Health Services played a significant role, in successfully developing the Draft Public Health Bylaws. The major part of the public participation process was conducted in-house by Environmental Health staff, implying a considerable cost saving.

The bylaws were adopted on 25 May 2017 and, gazetted on 21 June 2018. This is deemed to be a monumental milestone for the Environmental Health Services unit, as it will imply that with the promulgation and enforcement of the Public Health By-laws, public health compliance will be placed on alert and offenders will no more be allowed to flaunt public health legislation.



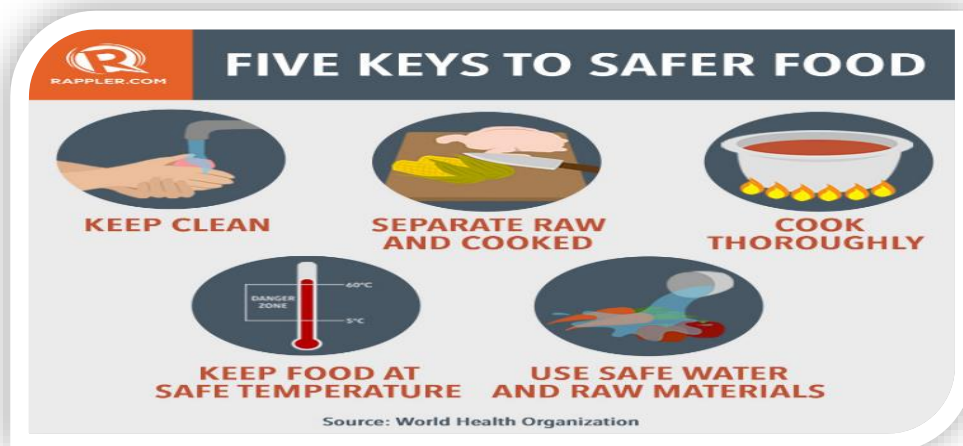
FOOD CONTROL

FOOD CONTROL

Food is a fundamental need, a basic right and a prerequisite to health which is also the major source of exposure to pathogenic agents, both chemical and biological. Foods contaminated impose substantial health risk to consumers. The Food Stuffs, Cosmetics And Disinfectants Act 54 of 1972, controls the safe manufacturing and importing of foods, cosmetics and disinfectants. The Municipal Health Service has a food quality and safety programme in place to monitor, evaluate, control and regulate the quality and safety of food

products, with the ultimate to reduce or eliminate health risks, eg. Food poisoning. The programme entails certification of food outlets, investigations and inspection of food premises, investigations of food poison cases, investigating food related complaints, executing food sampling activities etc.

Environmental Health Practitioners vigilantly monitor all food outlets, to ensure that food is prepared and handled under hygienic conditions; thereby preventing food spoilage and food borne illness. The implementation of the 5 keys to food safety at food establishments, has been of paramount importance.



Microbial swabbing was conducted at various food outlets to analyze the level of bacteriological contamination on food surfaces. Unsound foodstuffs are condemned, either through voluntary surrender, or through the application of the necessary legislation.

The provision of safe foods and food products from the point of handling, storage, transportation, and preparation has constantly improved, which is attributed largely to the vigilant monitoring of food outlets by Environmental Health Practitioners. Intersectoral collaboration with Provincial and other stakeholders has resulted in desired outcomes.

Environmental Health played a significant role during a Business Licensing Blitz held in Port Shepstone on 20/9/2017 with different stakeholders which included RNM (Town Planning, LED, Building Control ,Law Enforcement, Fire Safety Services), UGU – Environmental Health ,KZN EDTEA –(Business Regulations , Office of the Consumer Protector), Home Affairs and Department of Labour.

The main objectives of the KZN ICOREF are amongst others;

- Taking an integrated and structured approach towards ensuring regulatory compliance by all businesses for the benefit of all consumers
- developing a collaborative and reciprocal relationship between government and stakeholders;
- protecting the rights of the consuming public;
- developing an outcomes approach to compliance monitoring, regulation and enforcement;

The food premises were inspected in the CBD to ensure legislative compliance and unsound food stuffs were identified and such products were removed for destruction.

This initiative sensitized business in terms of Environmental Health compliance and requirements and also focused on illegal operating business within the CBD.

The Blitz carried out with other stakeholders strengthen the enforcement thereby ensuring compliance



**BUSINESS BLITZ CARRIED OUT IN PORT SHEPSTONE
BY ENVIRONMENTAL HEALTH PRACTITIONERS**

COMMUNICABLE DISEASE

A communicable disease is one that is spread from one person to another through a variety of ways that include: contact with blood and bodily fluids; breathing in an airborne virus; or by being bitten by an insect. How these diseases spread depends on the specific disease or infectious agent.

Reporting of cases of communicable disease is important in the planning and evaluation of disease prevention and control programs, in the assurance of appropriate medical therapy, and in the detection of common-source outbreaks. Environmental health plays a vital role in preventing an outbreak of diseases.

South Africa experienced an increase in the number of Listeriosis cases and by the end of 2017, The Minister of Health declared Listeriosis a notifiable disease. Due to the outbreak Environmental Health played a critical role in the education of the public on food safety protocol thereby reducing the risk of the disease. Environmental Health Practitioners were also involved in the removal of all recalled products from food stores in the District, as per the National Directive. Samples were taken from high risk areas and analysed for the bacteria *Listeria monocytogenes*.



LISTERIOSIS EDUCATION TO SCHOOL CHILDREN BY ENVIRONMENTAL HEALTH OFFICIALS

ENVIRONMENTAL HEALTH OFFICIALS INVOLVED IN PARTICIPATORY EDUCATION



INTRODUCTION TO HEALTH

Note: Recent legislation includes the National Health Act 2004.

Environmental Health Services includes, among others, the monitoring, evaluation, control, and prevention of environmental factors that can adversely affect human health and well-being. Environmental Health Practitioners therefore play an important role in minimizing disease morbidity and mortality, as our role is preventative rather than curative. The transfer has yielded positive outcomes, as Environmental Health Services are no longer fragmented and duplicated, resulting in improved delivery of Environmental Health

Services The National Health Act, 2004 defines Municipal Health Services in terms of nine key competencies viz. Water quality monitoring, food control, waste management, health surveillance of premises, Environmental pollution control, surveillance and prevention of communicable disease, vector control, Disposal of the Dead and chemical safety.

The discipline of water quality monitoring, food safety and control, and health and hygiene education, has received high priority, taking cognizance that our mandate, as a District Municipality, is the provision of water and sanitation services.

Drinking water, from standpipes, water tankers, boreholes and other sources, is tested and analyzed regularly, to ensure that such water is safe for human consumption, and in compliance of SANS 241. The frequency of water sampling from rivers has also been increased, as some residents, particularly those in the rural areas, are still reliant on rivers, for drinking water. Sampling is also conducted at lagoons and at the final discharge point of all municipal waste water treatment works.

Vigilant and continuous monitoring of food outlets, events and imbizos has resulted in positive outcomes as no food poisoning cases were reported.

HEALTH EDUCATION

Health education is regarded significant to positively influence the health behavior of individuals and communities. Environmental Health recently took an initiative to capacitate 92 CWP workers pertaining to environmental health issues.

Health education awareness continues to be intensified focusing on poor communities in high risk areas by means of disease profiling. Our health education component has always played a pivotal role in sensitizing the disadvantaged communities on communicable diseases water and sanitation, chemical safety, clean up campaigns among others.



HEALTH EDUCATION USING PHAST METHODOLOGY

CLEAN UP CAMPAIGN



BYLAWS

Environmental Health Services unit has successfully developed the Draft Public Health Bylaws which has been adopted by Council. Public Participation drew a welcomed expectancy on the much-needed relevancy and application of the By-laws with the result that many welcomed the scope and enforceability of the By-laws application against the backdrop of public health offences that never before had a platform of monitoring.

The bylaws will be gazetted as the officially promulgated Environmental Health By-laws for the Ugu District Municipality, and it is a milestone for the Environmental Health services unit as it will mean that with the promulgation and enforcement of the Public Health By-laws, public health compliance will be placed on alert and offenders will no more be allowed to flaunt public health legislation.

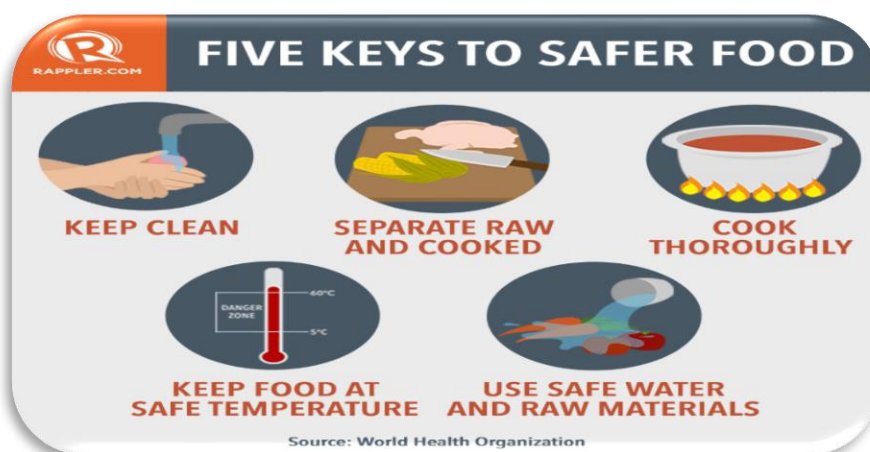
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3.11 HEALTH INSPECTION; FOOD AND ABBATOIR LICENSING AND INSPECTION; ETC

INTRODUCTION: HEALTH INSPECTIONS; FOOD AND ABBATOIR LICENSING AND INSPECTIONS, ETC

FOOD SAFETY

All food outlets are vigilantly monitored by Environmental Health Practitioners, to ensure that food is prepared and handled under hygienic conditions; thereby preventing food spoilage and food borne illness. The implementation of the 5 keys to food safety at food establishments, has been of paramount importance.



Microbial swabbing was conducted at various food outlets to analyze the level of bacteriological contamination on food surfaces. The District also participates in the Provincial Food Runs, where food products are analyzed for bacteriological content. Unsound foodstuffs are condemned, either through voluntary surrender, or through the application of the necessary legislation.

The provision of safe foods and food products from the point of handling, storage, transportation and preparation has constantly improved, which is attributed largely to the vigilant monitoring of food outlets by Environmental Health Practitioners. Intersectoral collaboration with Provincial and other stakeholders has resulted in desired outcomes as all imported foods including sea foods are inspected at district level.

3.19.1

SERVICE STATISTICS FOR HEALTH INSPECTION, Etc	
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OBJECTIVE	TARGETS	ACTUAL
Water quality monitoring	1256	1965
Sanitation compliance	100%	100%
awareness sessions	1500	1676
National /Provincial Food Run	n/a	n/a
Food handlers education workshops sessions	48	63
Food Premises monitoring	1000	1096
Pauper burials	100%	100%
Building Plans	100%	100%
Health compliance non- food premises	324	375
Communicable diseases	100%	100%

Service Objectives	Outline Service Targets	(16-17) Year 1		(17-18) Year 2		(18-19) Year 3	
		Target	Actual	Target	Actual	Target	Target
		*Prev Year (v)	*Prev Year (vi)	Prev Year (vii)	*Prev Year (viii)	*Current Year (ix)	*Following Year (x)
Water quality monitoring	No. of samples tested	1158	1496	1256	1965	1388	1390
Food safety	No of food premises inspected	700	765	1000	1096	1200	1300
Food handlers workshop	No of food handlers workshop conducted	40	55	48	63	48	52
Sanitation compliance	No of projects attended for compliance	100%	100%	100%	100%	100%	100%

Employees: Employee Health and Wellness					
Job Level	2016/2017	2017/2018			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4-6	3	3	3	0	0
7-9	1	1	1	0	0
10-12	0	0	0	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
	0				
Total	4	4	4	0	0

Table 3.17.4

Financial Performance 2017/2018: Health Inspection and Etc					
R'000					
Details	2016/2017	2017/2018			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue		8 801	7 856	7 556	-300
Expenditure:					
Employees		11 500	10 343	12 675	-2 333
Repairs and Maintenance		0	0	0	0
Other		0	0	0	0
Total Operational Expenditure		11 500	10 343	12 675	-2 333
Net Operational Expenditure		-2 699	-2 487	-5 120	-2 633

Table 3.19.5

Health Inspection and Etc Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year 0(15-16)		(16-17)Year 1			(17-18)Year 2	(18-19)Year 3	
		Target	Actual	Target	Actual	Actual	Target		
		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
Service Indicators (i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
Water quality monitoring	No. of samples tested	800	1010	1320	1256	1496	1256	1256	1270

Food safety	No of food premises inspected	700	717	700	1000	765	1000	1000	1200
Food handlers workshop	No of food handlers workshop conducted	8	10	40	48	55	48	48	50
Sanitation compliance	No of projects attended for compliance	100%	100%	100%	100%	100%	100%	100%	100%
<i>Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; *'Current Year' refers to the targets set in the Year 0 Budget/IDP round. *'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.</i>									

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3.19.3

3.22 DISASTER MANAGEMENT INTRODUCTION TO DISASTER MANAGEMENT**1. OVERVIEW**

The Ugu District Municipality is one of the ten districts of KwaZulu-Natal. The Disaster Management within the district is coordinated in partnership with the four local municipalities, namely: Umdoni, Umzumbe, Ray Nkonyeni and Umuziwabantu.

The area covered by the district municipality is 5046 km² and includes a coastline of some 112 kilometres with 42 estuaries. The topography of the district is severe, characterized by extensive river gorges and hilly areas. These characteristics make the development of infrastructure difficult and costly as well as making rescue operations difficult in the event of an emergency.

2. INTRODUCTION TO DISASTER MANAGEMENT CENTRE

Ugu District Disaster Management Centre was established in 2005, to enable the effective implementation of disaster risk management policy and legislation. The centre is promoting an integrated and coordinated approach to disaster management, with special emphasis on prevention and mitigation, by the department and other internal units within the administration of the District and Local Municipalities. Phase 1 of the construction of the District Disaster Management Centre which was completed in April 2015 and Construction of Phase2 of the Disaster Management centre is underway and due to be completed in August 2018.

2.1 Details of the Current DM-Centre: -

- The centre is located at R102 Ext 2, Marburg in the Ray Nkonyeni Municipality;
- The centre has two floors with 8 offices, kitchen, boardroom that can accommodate 50pp, reception area, camera room, server room and control room.
- Phase 2 of the centre will consist of the following: -

3x Fire Tenders, Accommodation and ablution facilities, Gymnasium & Lounge Area, Equipment Store Room, Standby quarters for Fire Fighters, S

- We are currently using four (4) lockable storerooms located at the Ugu Fresh Produce Market for safe keeping of the Emergency relief stock.

3. STATUS OF IGR STRUCTURES, DISASTER MANAGEMENT

3.1. DISTRICT DISASTER ADVISORY FORUM

The district disaster management advisory forum is functional and was formed in terms of the Disaster Management Act No. 57 of 2002, Section 51 coupled to Section 42 and Disaster Management Framework, which requires the municipality to establish a formal structure consisting of representatives from the District Municipality, local municipalities within the area of jurisdiction of the district municipality, relevant sector departments offices within the area, senior representatives of national departments within the area and all role-players i.e. NGO's in the district.

The Forum is being utilised as “a body in which a municipality and relevant disaster management role players in the municipality consult one another and coordinate their actions on matters relating to disaster management.” The Forum meets at least four times per annum and the special meetings are called as per the need arises.

Local Municipalities have established their own Local Disaster Management Advisory Forum which assists in terms of disaster management coordination and planning. The Forum is currently having a challenge in terms of getting full stakeholder representation, not all relevant stakeholders are being represented at the forum.

Number of Meetings Convened:

No	Type of Meeting & Venue	Date
1.	District DMAF – Disaster Management Centre	23/05/2018
2.		23/03/2018
3.		10/11/2017
4.		11/08/2017
Total		04

3.2 DISTRICT PRACTITIONERS FORUM MEETINGS

The District together with Local Municipalities convened the District Disaster Management Practitioners Meeting. The aim of these meetings is to deliberate, strategise and planning of disaster management to have a well-co-ordinated and standardise approach on disaster management. The Practitioners meetings are convened bi- monthly and were held as follows:

No.		Date
1.	District Practitioners Forum Meeting	05/06/2018
2.		16/02/2018
3.		24/10/2017
4.		21/07/2017
Total		4

No	Type of Meeting & Venue	Date
1.	District Post Disaster – Disaster Management Centre	05/06/2018
2.		15/03/2018
3.		19/10/2017
4.		29/09/2017
Total		4

4. STATUS OF THE DISASTER MANAGEMENT CAPACITY

Approved Personnel Structure for District Disaster Management Centre is as follows:

- The Manager
- 1 x Fire Protection Officer
- 3 x Disaster Management Practitioners
- 1 x Administrative Assistant (vacant)
- 1 x Office Assistant
- 2 x Fire fighters
- 3 x Trainee Fire Fighters
- 1x Fire Fighter/Emergency response driver (Vacant)

5. STATUS OF THE DISASTER MANAGEMENT PLANS

The District Disaster Management is currently having an approved Disaster Management Sector Plan which is aligned with the Integrated Development Plan (IDP).

6. STATUS OF READINESS TO DEAL WITH A DISASTER INCLUDING FINANCIAL CAPABILITIES.

The District Municipality in partnership with the family of Local Municipalities is ready to deal with incidents/ disasters. Ray Nkonyeni and Umdoni Municipality has 24hr emergency Call Centres, deals with reporting of emergency incidents. The call centres also support the other local municipalities by recording incidents reporting and allow for the necessary response. The Control Centers are operating on a shift system, with two controllers on each shift. Each local municipality has one or two staff members dedicated to disaster management duties and is available for 24 hours. The District Disaster Management Control Centre operates for eight hours and after hours all calls are diverted to Water services call centre and Practitioners are always on standby.

In terms of financial capabilities, the district has budgeted for the disaster management and for this financial year budgeted the amount of **R7.1 million** which is for Fire Services and Disaster Management operations as well as response and recovery. Each LM has been encouraged to put aside a budget for disaster management although it is not sufficient to deal with all programs for disaster management.

7. STATUS AND RESULTS OF DISASTER RISK ASSESSMENTS UNDERTAKEN

Key performance Area 2 in the Disaster Management policy framework requires the implementation of disaster risk assessment and monitoring for all spheres of government. The outcomes of disaster risk assessments

directly inform the development of disaster risk management plans. The Disaster risk assessment is the first step in planning an effective disaster risk reduction programme. It also examines the likelihood and outcomes of expected disaster events this includes investigating related hazards and conditions of vulnerability that increase the chances of loss.

Ugu DM is primarily responsible for the implementation of the Disaster Management Amendment Act 16 of 2015 within its area of jurisdiction, with a specific focus on ensuring effective and focused integration and standardised district wide risk reduction planning. The district is exposed to a wide

range of weather hazards, including drought, fires and severe thunderstorms that can trigger widespread hardship and devastation.

With the new approach to Disaster Risk Management in South Africa and world-wide, the emphasis changed from response to disaster pre-disaster risk. The process of disaster risk reduction should therefore commence with a process of risk identification and assessment.

Risk assessment is “work in progress”, it is a continues and interactive process which requires regular review as well as adjustment to the prevailing circumstances, and it must lead to action.

In view of the foregoing UDM called for proposals for the appointment of a service provider to conduct a District Wide Ward - Based Risk Assessment within their area of jurisdiction. The study was undertaken with the aim of providing relevant UDM disaster risk managers and local municipality’s municipal role players with a user-friendly working document focusing on then pertinent risks in UDM.

The risks assessment consisted of the following:

1. Undertaking a current reality assessment of the said area.
2. Engage stakeholders via workshops to determine the perceived risk as highlighted in the current wards risk assessment.
3. Mapping areas of high risk within the area.
4. Analyse, consolidated and map result.
5. Incorporate results into the current Disaster Risk Management Sector Plan.
6. Identify possible risks reduction projects and programmes for the prioritised risks and make relevant recommendations.
7. Presentation to the District Advisory Forum and the local municipalities.

In the case of the UDM community workshops was arranged as follows:

Date	Local Municipality	Town/Venue	Comments
28/08/17	Umdoni Local Municipality	Umzinto Dinning Hall Mandela Drive Umzinto	Cancelled by client
01/03/17	Umuziwabantu Local Municipality	Umuziwabantu Municipal Hall Harding	19 People in attendance
02/03/17	Umzumbe Local Municipality	Isihlonyane Ebeneza Hall (Ward 18) Sipofu Road Hibberdene St Faiths Community Hall St Faiths	24 People in attendance
03/03/17	Ray Nkonyeni Local Municipality	Margate Hall Cook St, Margate	30 People in attendance

TOP 10 PRIORITIZED HAZARDS

- Hazards
- Road Accidents
- Lightning & Thunderstorms
- Substance abuse and drugs
- Substance abuse and drugs
- Wild pigs
- Drought
- Deforestation
- Floods
- Veldfires
- Structural fires
- Hailstorm

8. INCIDENTS REPORTED

The summary statistics gives an overview of the incidents that were reported to the District Disaster Management Centre during the month of June 2016 – July 2017. The incidents occurred in four Local municipality within the district which are Ray Nkonyeni, Umzumbe, Umuziwabantu and Umdoni Municipalities. The district was mostly affected by structural fires heavy rains and strong winds.

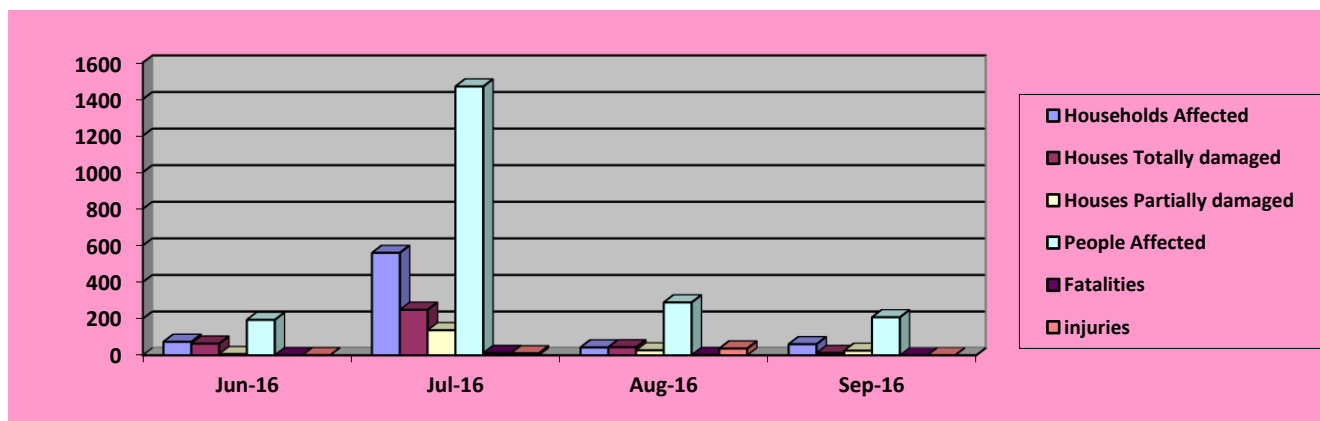
The district continuously provided support to municipalities in terms of physical damage assessments and emergency relief response as municipalities does not have sufficient budget to deal with incidents, relevant emergency relief stock was also issued.

The incident breakdown below highlights incident per quarter, number of households and people affected as well as relief efforts.

8.1 Incident Stats per Local Municipality

NO	Local Municipality	June 2016	July 2016	August 2016	September 2016	TYPE OF INCIDENT
Strong Winds – SW, Structural Fire- SF, Heavy Rains – HR , Severe Thunderstorm						
1	Ray Nkonyeni	7	1	2	5	SF, HR, SW
2	Umdoni	N/A	1	1	NA	HR, SF
3	Umuziwabantu	3	3	5	6	SF,HR,ST, SW
4	Umzumbe	2	2	6	6	ST, HR, SW
5	Vulamehlo	1	N/A	NA	N/A	HR,SF
6	Zinqoleni	4	2	NA	N/A	HR,SW
Total		10	8	12	17	

Description	JUNE 2016	JULY 2016	AUGUST 2016	SEPTEMBER 2016	Total
Strong Winds-SW, Structural Fire -SF, Heavy Rains -HR					
Households Affected	74	560	43	61	738
Partially Damaged	64	249	44	13	374
Totally Destroyed	7	137	27	25	196
People Affected	194	1470	289	208	2161
Injuries	1	11	37	0	49
Fatalities	1	13	2	0	16
Missing	0	0	0	0	0

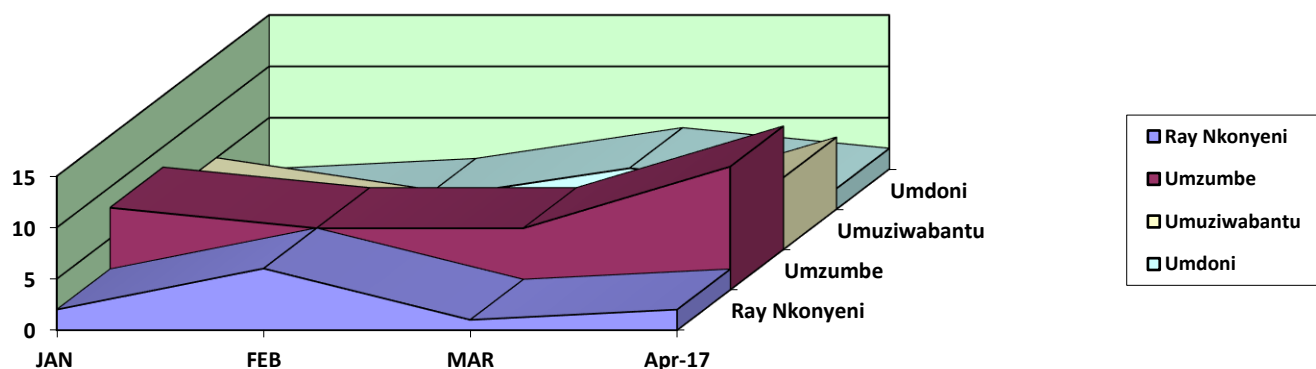


NO	Local Municipality	October 2016	November 2016	December 2016	TYPE OF INCIDENT
1	Ray Nkonyeni	4	3	4	SF, HR, SW
2	Umdoni	N/A	0	0	HR, SF
3	Umuziwabantu	4	2	3	SF, HR,ST, SW

4	Umzumbe	3	4	20	ST, HR, SW
Total		11	9	27	

Description	OCTOBER	NOVEMBER 2016	DECEMBER 2016	Total
Households Affected	14	26	29	89
Partially Damaged	6	6	4	16
Totally Destroyed	14	4	45	
People Affected	143	126	169	438
Injuries	0	0	1	
Fatalities	2	2	0	
Missing	0	0	0	

NO	Local Municipality	January 2017	February 2017	March 2017	April 2017	TYPE OF INCIDENT
Strong Winds – SW, Structural Fire- SF, Heavy Rains – HR, Severe Thunderstorm						
1	Ray Nkonyeni	2	6	1	2	SF, HR, SW
2	Umdoni	N/A	1	1	2	HR, SF
3	Umuziwabantu	5	2	5	7	SF,HR,ST, SW
4	Umzumbe	8	6	6	12	ST, HR, SW
Total		15	15	13	23	HR,SF



Description	JANUARY 2017	FEBRUARY 2017	MARCH 2017	APRIL 2017	TOTAL
Households Affected	39	26	30	17	106
Partially Damaged	6	6	31	9	52
Totally Destroyed	14	4	30	6	54
People Affected	191	726	210	110	1237

Injuries	0	3	1	0	4
Fatalities	1	2	0	1	3
Missing	0	0	0	0	0

MAY 2017 – JULY 2017

NO	Local Municipality	May 2017	June 2017	July 2017	TYPE OF INCIDENT
Strong Winds – SW, Structural Fire- SF, Heavy Rains – HR, Severe Thunderstorm					
1	Ray Nkonyeni	7	11	1	SF, HR, SW
2	Umdoni	1	N/A	N/A	HR, SF
3	Umuziwabantu	3	3	3	SF,HR,ST, SW
4	Umzumbe	1	6	2	ST, HR, SW
Total		12	20	6	HR,SW

Description	MAY 2017	JUNE 2017	JULY 2017	TOTAL
Households Affected	336	23	96	455
Partially Damaged	242	4	3	249
Totally Destroyed	94	16	93	203
People Affected	1404	108	172	1684
Injuries	3	2	1	6
Fatalities	2	1	1	4
Missing	0	0	0	0

9. CAPACITY BUILDING

As part of community based risk reduction measures the District embarked of the following capacity building programmes:-

9.1 NUMBER OF COMMUNITY AWARENESS CONDUCTED

The district embarked on a number of community awareness campaign with the aim of mitigating Disaster Risks. The list below highlights areas visited during the year. Different structures including Amakhosi, Izinduna , Ward Committee Members as well as volunteers formed part of the initiative.

DATE	VENUE	MUNICIPALITY
05 JULY 2016	HARDING CORNER MALL	UMUZIWABANTU
06 JULY 2016	HARDING CLINIC	UMUZIWABANTU

07 JULY 2016	HARDING TAXI RANK	UMUZIWABANTU
12 JULY 2016	CEKEKA PRIMARY SCHOOL	UMUZIWABANTU
15 JULY 2016	BASHISE HIGH SCHOOL	RAY NKONYENI
01 SEPTEMBER 2016	MBHELE TRADITIONAL COUNCIL	UMZUMBE
12 AUGUST 2016	SCOTTBURG PRIMARY SCHOOL	UMDONI
11 OCTOBER 2016	KWAMAVUNDLA TRADITIONAL COUNCIL	RAY NKONYENI
24 OCTOBER 2016	BHILIYA SPORTS GROUND -WARD 1 (KWA-FODO)	UMUZIWABANTU
01 NOVEMBER 2016	GCILIMA CLINIC	RAY NKONYENI
02 NOVEMBER 2016	ETSHENI LIKASHOBA PRIMARY SCHOOL	RAY NKONYENI
02 NOVEMBER 2016	MTHINI PRIMARY SCHOOL	RAY NKONYENI
24 NOVEMBER 2016	UMTHUNZI HOTEL	UMUZIWABANTU
03 NOVEMBER 2016	EKUZAMENI PRIMARY SCHOOL	UMUZIWABANTU
04 NOVEMBER 2016	NHLALWANE PRIMARY SCHOOL	UMZUMBE
04 JANUARY 2017	INKOSI ZUNGU TRADITIONAL COUNCIL	UMUZIWABANTU
17 JANUARY 2017	SOSUKWANE PRIMARY SCHOOL	UMZUMBE
01 MARCH 2017	HARDING TOWN HALL	UMUZIWABANTU
02 MARCH 2017	SIHLONYANENI COMMUNITY HALL	UMZUMBE
02 MARCH 2017	ST FAIT COMMUNITY HALL	UMZUMBE

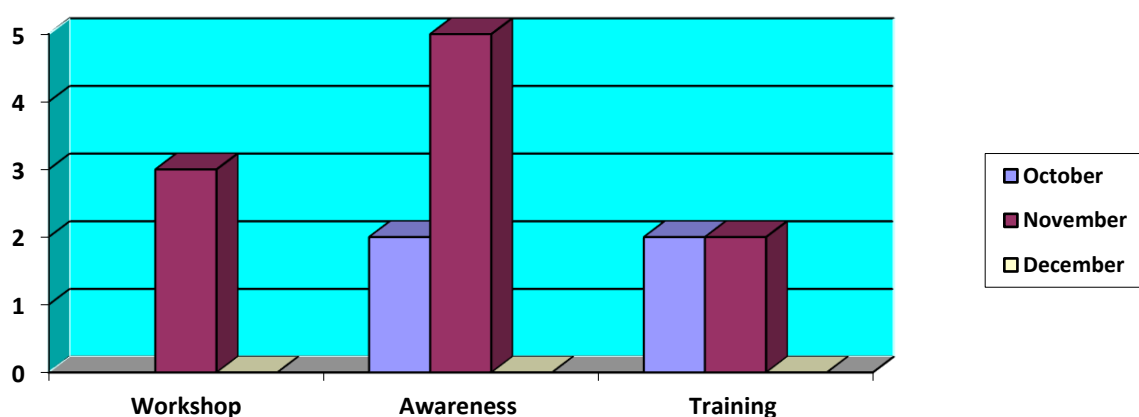
a. TRAININGS AND WORKSHOPS CONDUCTED

The District has conducted numerous workshops for Traditional Councils and its community during

the course of the year. The purpose of the trainings and workshops conducted was to mainstream disaster risk management and explain the incident management protocol in detail. Disaster Risk Management workshops were also conducted for the establishment of ward based community structures and these were conducted in partnership with EMRS and Environmental Services unit and other role-players

Trainings and workshops were conducted as follows: -.

DATE	VENUE	TRAINING / WORKSHOP CONTENT	MUNICIPALITY
17 November 2016	Umthunzini Hotel and Conference	Disaster Management councillor workshop	Umuziwabantu Local Municipality
14 November 2016	KwaMthimude Traditional Council	Awareness Campaign on the Enforcement of By- Laws	Umuziwabantu Local Municipality
24 November 2016	Disaster Management Boardroom	Peak Season workshop	Ugu District Municipality
01 January 2017	Kwa Zungu TC	DRM Workshop – Izinduna and Inkosi	Umuziwabantu Local Municipality
01-02 February 2017	Harding Town Hall	EPWP Volunteer Workshop	Umuziwabantu Local Municipality
08 February 2017	Boboyi Community Hall	DRM Workshop	Ray Nkonyeni Local Municipality
09 February 2017	District Disaster Management Centre	DRM Workshop	Ugu District Municipality



10. BEST PRACTICE / ACHIEVEMENTS / SUCCESSES (Disaster Management training)

10.1. ACCREDITED FIRE FIGHTING AND DISASTER MANAGEMENT TRAINING

The District through the assistance of the District Human Resources Unit received funding from the

LGSETA towards an accredited training on Fire fighting. A total of four (4) learners sourced from Local Municipalities were accepted for such training however only 3 have completed the training and were placed at Ray Nkonyeni services.

a. Disaster Risk Management Training

The District disaster management and fire services office appointed the above-mentioned Consultants to provide accredited training on Disaster Risk Management to (4) learners for 12 months. The learners have completed six of learning and they have joined the district team for in-service training. The learners will receive a NQF level 5 certificate in Disaster Risk Management on completion of the training.

b. Events & Contingency Plans

The Act requires that the Disaster Management Centre ensures the co-ordination of stakeholders with the aim of providing measures to safeguard physical well - being and safety persons and property at sport, recreational, religious, cultural, exhibition, organisational or similar events held in stadium, public venues; to also provide for the accountability of event role players,

In line with the above, the District in conjunction with the Local Municipalities and the Security Cluster were able to convene planning meeting and Section 4 meetings in preparation for these events;-

NAME OF EVENT	DATE	VENUE	MUNICIPALITY
Sibahle Siyazethemba	24 October 2016	Bhiliya sports ground	Umuziwabantu
Ugu District Mayoral Inauguration	29 March 2017	Civic Centre – Port Shepstone	Ray Nkonyeni
Easter Convention	13-16 April 2017	Harding	Umuziwabantu
District Sports Day	21 April 2017	Margate Sports Field	Margate
Awareness Campaign of Drug Abuse	23 April 2017	Ugu Sport and	Ray Nkonyeni
Launch of A Boy to Men	09 September 2017	Olwandle High School Gamalakhe	Ray Nkonyeni
Infrastructure Project Launch	29 July 2016	Ugu Sport and Leisure Centre	Ray Nkonyeni

Employees: Disaster Management					
Job Level	2016/2017	2017/2018			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0

4-6	3	4	4	0	0
7-9	0	2	2	0	0
10-12	0	0	0	0	0
13 - 15	0	0	0	0	0
16 - 18	1	1	1	0	0
Total	5	8	8	0	0

Table 3.22.4

Financial Performance 2017/2018: Disaster Management					
R'000					
Details	2016/2017	2017/2018			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	109	8 434	7 528	7 241	-288
Expenditure:					
Employees		9 700	8 724	10 691	-1 968
Repairs and Maintenance		0	0	0	0
Other	2515	0	0	0	0
Total Operational Expenditure	2515	9 700	8 724	10 691	-1 968
Net Operational Expenditure	2406	-1 266	-1 196	-3 451	-2 255

Table 3.22.6

Capital Expenditure 2017/2018: Disaster Management R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Firefighting equipment (Disaster trucks)	8000	8000	5210	2789	
Table 3.22.5					

COMPONENT H: SPORT AND RECREATION

INTRODUCTION TO SPORT AND RECREATION

3.23 SPORT AND RECREATION

Service Statistics for Sport and Recreation

UGU SPORTS AND LEISURE 2015/2016			
MONTH	PROGRAMME	SPORT CODE	NO. OF GAMES
JULY 2017		No sport	
AUGUST 2017		No sport	
SEPTEMBER 2017	District Mayoral cup games	Soccer, netball, volleyball, chess, karate, table tennis	1
OCTOBER 2017		No sport	
NOVEMBER 2017		No sport	
DECEMBER 2017	Provincial SALGA games	Soccer males, soccer females, netball, volleyball, chess, karate, table tennis, tennis, karate semi contact, basketball.	1
JANUARY 2018		No sport	
FEBRUARY 2018		No sport	
MARCH 2018		No sport	
APRIL 2018		No sport	
MAY 2018		No sport	
JUNE 2018		No sport	

Table 3.23.2

Employees: Sport and Recreation					
Job Level	2016/2017	2017/2018			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	The Municipality did not employ a dedicated resource for sport as sport programs are managed within the Youth Office as one of the programs.				
4-6					
Total					

Financial Performance 2017/2018: Sport and Recreation					
R'000					
Details	2016/2017	2017/2018			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	222	7 487	6 683	6 428	-255
Expenditure:					
Employees	3	3 755	2 572	3 152	-580
Repairs and Maintenance	73	0	0	0	0
Other	390	15 729	16 405	21 178	-4 773
Total Operational Expenditure	466	19 484	18 977	12 099	-5 353
Net Operational Expenditure	244	-11 997	-12 294	-5 672	-5 608
<i>Table 3.23.4</i>					

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

INTRODUCTION TO CORPORATE POLICY OFFICES

3.24 EXECUTIVE AND COUNCIL

INTRODUCTION TO EXECUTIVE AND COUNCIL

Financial Performance 2017/2018: The Executive and Council					
R'000					
Details	2016/2017	2017/2018			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	1831	6 443	5 751	5 531	-220
Expenditure:					
Employees	47277	11 755	12 584	15 422	-2 838
Repairs and Maintenance		0	0	0	0
Other	7925	4 760	4 964	6 409	-1 444
Total Operational Expenditure	55202	16 515	17 549	12 099	-4 283
Net Operational Expenditure	53371	-10 072	-11 798	-6 568	-4 502

Table 3.24.5

Capital Expenditure 2017/2018: The Executive and Council					
R' 000					
Capital Projects	2017/2018				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Property Transfers Project	1 000	400	198	202	
Project B					
Project C					
Project D					

Table 3.24.6

3.25 FINANCIAL SERVICES

3.25.1 Introduction Financial Services

Debt Recovery R' 000							
Details of the types of account raised and recovered	2016/2017		2017/2018				2017/2018
	Actual for accounts billed in year	Proportion of accounts value billed that were collected in the year %	Billed in Year	Actual for accounts billed in year	Proportion of accounts value billed that were collected %	Estimated outturn for accounts billed in year	Estimated Proportion of accounts billed that were collected %
Water - B							
Water - C	239,784	89.00%		217,888	91.00%	228,782	95.00%
Sanitation	93,777	89.00%		102,346	91.00%	107,463	95.00%
Other	11,312	95.00%		19,420	98.00%	20,391	95.00%
							T 3.25.2

Employees: Financial Services					
Job Level	2016/2017	2017/2018			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0 - 3		8	7	1	1.05
4-6		23	23	0	0
7-9		43	43	0	0
10-12		21	21	0	0
13 - 15		0	0	0	0
16 - 18		0	0	0	0
Total		95	94	1	1.05
Table 3.25.4					

Financial Performance 2017/2018: Financial Services				
R'000				
Details	2017/2018			
	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	16 368	45 851	44 099	-1 752
Expenditure:				
Employees	25 065	22 543	27 627	-5 084
Repairs and Maintenance	0	0	0	0
Other	20 604	21 489	27 741	-6 252
Total Operational Expenditure	45 669	44 032	55 368	-11 336
Net Operational Expenditure	-29 301	1 819	-11 269	-13 088
Table 3.25.5				

Capital Expenditure 2017/2018: Financial Services					
R' 000					
Capital Projects	2017/2018				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
mSCOA System Implementation (Phase 2)	3 000	3 000	3 000	0	
Replacement of assets from insurance pay outs	1009	1009	79	930	
Table 3.25.6					

3.26 HUMAN RESOURCE SERVICES

3.26.1 Introduction to Human Resource Services

The Human Resources Section provides leadership and works together with other departments within the Municipality to promote managerial and employee excellence while fostering and understanding and observance of legislative requirements.

The Human Resources Section's goal is to support the Municipality as it attracts, retains and rewards a talented and diverse workforce to enable the departments to efficiently meet their objectives. The Section adds value to the organization by providing human resource management tools, promoting employee development and managing change. The Section consults and works in partnership with management, employees to solve employee related issues.

3.26.2 Service Statistics for Human Resource Services

Employees: Human Resource Services					
Job Level	2016/2017	2017/2018			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	2	0	2.9	8
4-6	10	12	11	0.4	4
7-8	2	2	2	0	0
9-12	12	12	12	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
Total	28	28	25	2.94	12

Table 3.26.4

Financial Performance 2017/2018: Human Resource Services					
					R'000
Details	2016/2017	2017/2018			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	944	30 379	30 440	29 277	-1 163
Expenditure:					
Employees	14858	17 460	15 703	19 245	-3 542
Repairs and Maintenance		6 165	0	0	0
Other	36213	47 066	49 088	63 370	-14 282
Total Operational Expenditure	51070	70 691	64 791	82 614	-17 824
Net Operational Expenditure	50126	-40 312	-34 351	-53 337	-18 986

Table 3.26.5

3.27 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

During the 2017/2018 FY the Municipality has continued to focus on ICT and has sustained a reliable ICT environment, services, and sound ICT governance practices.

ICT services can be classified into three categories: Application Development; Technical Services; and Enterprise Programmes.

- Application Development, application programmes are provided that not only match the user departments specific needs, but allow all such departments to utilise these application programmes in achieving their specific objectives as set out in the IDP, harmoniously, efficiently, and timeously.
- Technical Services, the hardware and network infrastructure that enables all departments to electronically communicate both internally and externally, are provided and maintained using quality equipment and network technology in this provision.
- Enterprise Programmes, in line with the requirements of mSCOA were prioritized in 2017/2018 and a new ERP solution procured, implementation and migration was embarked upon with a go live date of 1 July 2017 targeted and met.

ICT SERVICES POLICY OBJECTIVES AS TAKEN FROM THE IDP

NKPA	S.O. No.	Objectives	IDP REF	Organisation KPI	Strategies	Baseline	Demand	Backlog	2017/2018 Achievement
NKPA 1: Municipal Transformation and Organisation Development	MTI D 2	Optimise systems and operations	MTI D 2.2	Number of policies which have detailed standard operating procedures.	Develop and adopt the 5-year organisation re-engineering plan and implement it	0	14	14	14
			MTI D 2.3	Number of Policies Reviewed, Formulated and Adopted		6	6	0	6
			MTI D 2.4	Number of ICT Facilities and Infrastructure Resource	Commission ICT Facilities and	N/A	4	N/A	4

NKPA	S.O. No.	Objectives	IDP REF	Organisation KPI	Strategies	Baseline	Demand	Backlog	2017/2018 Achievement
				projects commissioned.	Infrastructure				
			MTI D 2.5	Percentage reporting on compliance to ICT Service Continuity and Availability Assurance	Reporting on ICT Service continuity	100%	100%	0	100%
			MTI D 2.6	Percentage Compliance to ICT Governance Phase 1 and Phase 2	ICT Governance Framework and Charter reviewed and implemented	80%	100%	20%	100%
			MTI D 2.7	Percentage Reporting on ICT Incident Management	Analysed Incident report presented quarterly to ICT Steering Committee	100%	100%	0	100%
			MTI D 2.8	Number of ICT Service Delivery programmes implemented	Implement ICT Programmes such as; Monitoring of Network operations, Soft and VOIP	N/A	5	0	5

NKPA	S.O. No.	Objectives	IDP REF	Organisation KPI	Strategies	Baseline	Demand	Backlog	2017/2018 Achievement
					Phones installations Licencing management, Website compliance ICT Security Assessments				

COMMENT ON THE PERFORMANCE OF ICT SERVICES OVERALL:

The already established ICT District Forum comprising of the District Municipality and the Local Municipalities within the District as a strategic objective aims to accomplish;

- Mainstreaming ICT Services and ICT infrastructure in the District
- Explore opportunities for the sharing of ICT services
- Drive ICT development in the District both socially and economically
- Ensuring efficient and effective employment of ICT resources in the District
- Monitor and evaluate legislative compliance of ICT infrastructure and services in the district
- Harmonisation of ICT and associated policies in the District
- Ensuring digital inclusiveness in the District
- Enhance service delivery through ICT tools in the District
- Collaboration
- Knowledge Management opportunities
- State of the Nation / Province / District issues
- AG Audit and Risk issues in the ICT Environment
- Areas of Support
- Share information in the developments within the ICT Environment such as legislation, white papers, bills, etc
- Invitation of key stakeholders that can assist with ICT efficiencies

The ICT District Forum is a functional IGR structure and during the 2017/18 FY met 8 times for various meetings, events and workshops.

An ICT SUMMIT was hosted by the Municipality on 22 May 2018. The Municipal Managers resolved that an ICT Summit be held within the Ugu District and on 22 May 2018, the Ugu District ICT Forum hosted an ICT Summit at the Ugu Sports and Leisure Centre and 114 attendees attended the event.

The event theme was "The role technology can play in the delivery or acceleration of Municipal Service Delivery through e-Governance"

Innovations in ICT Introduced in 2016/17 & 2017/18 FY's

1. Soft IP Phones installations for users
2. Video Conferencing
3. Monitoring and Reporting of Network Availability through Software
4. Network Refresh LAN
5. WAN expansion using LTE Technology
6. WAN expansion to Municipal Entities
7. Paperless Office Solution implementation
8. Mobile devices for ICT Technicians service desk
9. Automation of Password Resets
10. Patch management through automation
11. Disaster Recovery Simulations

The continued improvement in the ICT Service rendered by Ugu ICT can be seen in the analysis of the Auditor General Findings over 3 Financial years;

2015/16	UNQUALIFIED	3 FINDINGS	USER ACCESS MANAGEMENT (1) IT SERVICE CONTINUITY (1) PROGRAM CHANGE MANAGEMENT (1)
2016/17	QUALIFIED	5 FINDINGS	USER ACCESS MANGEMENT (2) PROGRAM CHANGE MANAGEMENT (2)
2017/18	ADVERSE	3 FINDINGS	SECURITY MANAGEMENT (1) USER ACCESS CONTROL (1) PROGRAM CHANGE MANAGEMENT (1)

With the continued support of the Executive Management and Council, ICT will continue to provide an enabling environment to the core service delivery goals of the Municipality, in a cost effective and efficient manner, always considering the technological opportunities available in the market to assist in the attainment of these goals.

Financial Performance 2017/2018: ICT Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue		60 379	30 439	29 276	-1 163
Expenditure:					
Employees	14858	15 460	13 904	17 040	-3 136
Repairs and Maintenance	23548	6 165	0	0	0
Other	12665	47 066	49 088	63 370	-14 282
Total Operational Expenditure	51070	68 691	62 992	80 410	-17 418
Net Operational Expenditure	51070	-8 312	-32 553	-51 134	-18 581

Table 3.27.5

Capital Expenditure Year 2017/2018: Financial Services					
R' 000					
Capital Projects	2017/2018				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	856				

Table 3.25.6

3.28 PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

Employees: Property; Legal; Risk Management; and Procurement Services					
Job Level	2016/2017	2017/2018			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	3	3	3	0	0
4-6	9	8	8	0	0
7-8	11	11	11	0	0
9-12	5	5	5	0	0
13 - 15	0	0	0	0	0
16 - 18	4	0	0	0	0
Total	28	0	27	0	0

Table 3.28.4

**CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE
(PERFORMANCE REPORT PART II)**

UGU DISTRICT MUNICIPALITY - ANNUAL PERFORMANCE REPORT 2017 2018															
IDP NO.	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVE (AS PER IDP)	PROJECT / PROGRAMME (AS PER IDP)	SDBIP REF.NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR				STATUS (Achieved / Not Achieved)	CHALLENGES	MEASURES TAKEN TO IMPROVE PERFORMANCE	PORTFOLIO OF EVIDENCE
						2016/2017(TARGET)	2016/2017 (ACTUAL)	BASELINE	BACKLOG	2017/2018 (TARGET)	2017/2018 (ACTUAL)				
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT															
MTID 3.1.5	Municipal Transformation and Institutional Development	To build and strengthen the administrative and institutional capability of the municipality		OMM 6	Date 2018/2019 SDBIP approved by Mayor	30-Jun-17	22-Jun-17	n/a	n/a	28-Jun-18	26-Jul-18	Achieved	N/A	N/A	2018/2019 SDBIP and Mayors Approval letter
MTID 3.1.2				OMM 3	Number of OPMS Quarterly Reviews Conducted	4	4	4	0	4	4	Achieved	N/A	N/A	Attendance registers and minutes of review
MTID 3.1.4				OMM 5	Date Mid-Year Review and report adopted by Council	31-Jan-17	26-Jan-17	n/a	n/a	25-Jan-18	23-Jan-18	Achieved	N/A	N/A	2016 / 2017 Mid-Year Review Report and Council resolution
MTID 3.4.1				OMM 8	Date 2016 / 2017 Draft Annual report tabled to Council	31-Jan-17	26-Jan-17	n/a	n/a	31-Jan-18	25-Jan-18	Achieved	N/A	N/A	2016 / 2017 Annual Report and Council resolution
MTID 3.4.2				OMM 9	Date 2016 / 2017 Annual and oversight reports adopted	31-Mar-17	29-Mar-17	n/a	n/a	31-Mar-18	29-Mar-18	Achieved	N/A	N/A	2016 / 2017 Annual Report and Council resolution
MTID 1.4.1				OMM 125	Number of Level 1 - 6 with Work Plans Developed	N/A	N/A	20	15	20	20	Achieved	N/A	N/A	Staff list from HR confirming receipt of work plans
MTID 1.4.2				OMM 126	Number of Work Plans Performance Reviews	N/A	N/A	0	4	1	0	Not Achieved	Planning relevant training or workshop to empower managers	Training or workshop to be done by 30/09/2018	Attendance Registers for Work Plan Performance Review

MTID 1.8.1				OMM 127	Frequency of reporting on compliance to the 3 months' Turn-around time of completion of disciplinary matters by departments	N/A	N/A	2	1	Quarterly	Quarterly	Achieved	N/A	N/A	MANCO Progress Report on cases MANCO Resolution
MTID 1.9.1				OMM 128	Percentage compliance with Exit Management interviews	N/A	N/A	100%	0%	100%	100%	Achieved	N/A	N/A	MANCO Progress Report on Exit Management Interviews MANCO Resolution
MTID 1.10.1				OMM 129	Percentage compliance with Leave and Sick Leave Management	N/A	N/A	100%	0%	100%	98%	Not Achieved	Not all leave forms were compliant to leave policy	All non-compliant leave forms will be corrected by 30 Sept 2018	MANCO Progress Report on Leave and Sick Leave Management MANCO Resolution
MTID 1.11.1				OMM 130	Percentage compliance with overtime management	100%	two employees acting for more than two years	100%	0%	100%	100%	Achieved	N/A	N/A	System Report
MTID 2.1.1				OMM 1	Number of hours taken to respond to Customers request for services	N/A	N/A	6	2	4 hours	6hrs	Not Achieved	Protest Action	To resolve issues lead to protest action	Systems report
MTID 2.2.1				OMM 2	Date Organisational Performance Management System Policy and Procedural Manual Adopted	N/A	N/A	n/a	n/a	30-Jun-18	28-Jun-18	Achieved	N/A	N/A	OPMS Policy & Procedural Manual Council Resolution
MTID 2.2.2				OMM 132	Date Geographic Information System Policy Adopted	N/A	N/A	n/a	n/a	30-Jun-18	28-Jun-18	Achieved	N/A	N/A	GIS Policy & Procedural Manual Council Resolution
MTID 3.1.3				OMM 4	Date 2016 / 2017 Annual Performance Report submitted to AG	N/A	N/A	n/a	n/a	31-Aug-17	31-Aug-17	Achieved	N/A	N/A	2016 / 2017 APR and Letter of acknowledgment of receipt from AG
MTID 3.1.4				OMM 5	Date Mid-Year Review and report adopted by Council	N/A	N/A	n/a	n/a	25-Jan-18	23-Jan-18	Achieved	N/A	N/A	2016 / 2017 Mid-Year Review Report and Council resolution
MTID 3.2.1				OMM 7	Number of section 54/56 Managers with signed performance contracts	5	5	5	0	5	5	Achieved	N/A	N/A	Copy of Signed Contracts

MTID 1.4.1				WS 45	Number of Level 1 - 6 with Work Plans Developed	20	20	20	0	20	20	Achieved	N/A	N/A	Signed Work Plans
MTID 1.4.2				WS 46	Number of Work Plans Performance Reviews	20	7	7	0	1	7	Achieved	N/A	N/A	Attendance Registers for Work Plan Performance Review
MTID 1.8.1				WS 47	Percentage compliance with the turnaround time in the Completion of disciplinary and grievance processes within the municipal internal processes	N/A	N/A	100%	0	100%	100%	Achieved	N/A	N/A	MANCO Progress Report on cases MANCO Resolution
MTID 1.9.1				WS 48	Percentage compliance with Exit Management interviews	N/A	N/A	100%	0	100%	100%	Achieved	N/A	N/A	MANCO Progress Report on Exit Management Interviews MANCO Resolution
MTID 1.10.1				WS 49	Percentage compliance with Leave and Sick Leave Management	N/A	N/A	97%	3%	100%	63%	Not Achieved	Some leave forms were submitted without the supporting documents	Supporting documents will be stapled on the leave form to ensure that they are not lost along the way on delivery. 30 June 2018	MANCO Progress Report on Leave and Sick Leave Management MANCO Resolution
MTID 1.11.1				WS 50	Percentage compliance with overtime management	N/A	N/A	100%	0	100%	100%	Achieved	N/A	N/A	System Report
MTID 1.12.1				WS 51	Percentage Compliance with OHS Act	N/A	N/A	100%		100%	100%	Achieved	N/A	N/A	Attendance Register Copy of certificates
MTID 1.4.2				TREA 64	Number of Work Plans Performance Developed	N/A	N/A	20	0	20	20	Achieved	N/A	N/A	Signed Work Plans
MTID 1.4.2				TREA 65	Number of Work Plans Performance Reviews	N/A	N/A	N/A	N/A	1	0	Not Achieved	Awaiting relevant training and workshop	Training and workshop to be done by 30/09/2018	Attendance Registers for Work Plan Performance Review
MTID 1.8.1				TREA 66	Percentage compliance with the turnaround time in the Completion of disciplinary and grievance processes within the municipal	N/A	N/A	N/A	N/A	100%	100%	Achieved	N/A	N/A	MANCO Progress Report on cases MANCO Resolution

					internal processes										
MTID 1.9.1				TREA 67	Percentage compliance with Exit Management interviews	N/A	N/A	N/A	N/A	100%	100%	Achieved	N/A	N/A	MANCO Progress Report on Exit Management Interviews MANCO Resolution
MTID 1.10.1				TREA 68	Percentage compliance with Leave and Sick Leave Management	N/A	N/A	N/A	N/A	100%	73.73%	Not Achieved	Leave applications forms not thoroughly reviewed by management	To do review the leave forms before submission to HR	MANCO Progress Report on Leave and Sick Leave Management MANCO Resolution
MTID 1.11.1				TREA 69	Percentage compliance with overtime management	N/A	N/A	N/A	N/A	100%	100%	Achieved	N/A	N/A	System Report
MTID 1.12.1				TREA 70	Percentage Compliance with OHS Act	50%	50%	N/A	0	100%	100%	Achieved	N/A	N/A	Attendance Register Copy of certificates
MTID 1.13.1				TREA 71	Percentage of Super Users and Administrators trained	N/A	N/A	100%	0	50%	100%	Achieved	N/A	N/A	Attendance Register
MTID 2.24.1				TREA 57	Number Quarterly Review of Financial Systems' User and Admin Access	4	4	4	0	4	4	Achieved	N/A	N/A	User and Admin Access Review Reports
MTID 2.25.1				TREA 56	Percentage of Financial Systems License and SLAs Concluded	N/A	N/A	100%	0	100%	100%	Achieved	N/A	N/A	Register of Licences
MTID 2.26.1				TREA 72	Percentage implementation of integrated financial system – Phase 2	N/A	N/A	98%	2%	100%	98%	Not Achieved	Delays in Revenue Data Cleansing and Release of Move-in-Move-out Process. Delays in the finalisation of Contract Management, Grants Management and VIP Budget sub-modules.	Reschedule the Completion of Revenue Data Cleansing and finalise the three sub-modules in the 1st quarter of the 2018/19 financial year.	mSCOA Progress Report
MTID 2.3.1				TREA 32	Date Reviewed Cash, Banking and Investment Management Policy adopted	N/A	N/A	N/A	N/A	31-May-18	24-May-18	Achieved	N/A	N/A	Council resolution

MTID 2.3.2				TREA 30	Date Reviewed Budget Policy adopted	31-May-17	25-May-17	N/A	N/A	31-May-18	24-May-18	Achieved	N/A	N/A	Council resolution
MTID 2.3.3				TREA 31	Date Reviewed Virement Policy adopted	31-May-17	25-May-17	N/A	N/A	31-May-18	24-May-18	Achieved	N/A	N/A	Council resolution
MTID 2.3.4				TREA 33	Date Reviewed Assets management Policy adopted	31-May-17	25-May-17	N/A	N/A	31-May-18	24-May-18	Achieved	N/A	N/A	Council resolution
MTID 2.3.5				TREA 34	Date Reviewed Insurance Policy adopted	31-May-17	25-May-17	N/A	N/A	31-May-18	24-May-18	Achieved	N/A	N/A	Council resolution
MTID 2.3.6				TREA 35	Date Reviewed Funding and Reserves Policy adopted	31-May-17	25-May-17	N/A	N/A	31-May-18	24-May-18	Achieved	N/A	N/A	Council resolution
MTID 2.3.7				TREA 36	Date Reviewed Credit Control and Debt Collection Policy adopted	31-May-17	25-May-17	N/A	N/A	31-May-18	24-May-18	Achieved	N/A	N/A	Council resolution
MTID 2.3.8				TREA 37	Date Reviewed Indigent Policy adopted	31-May-17	25-May-17	N/A	N/A	31-May-18	24-May-18	Achieved	N/A	N/A	Council resolution
MTID 2.3.9				TREA 38	Date Vendor Performance Management Policy adopted	N/A	N/A	N/A	N/A	31-May-18	24-May-18	Achieved	N/A	N/A	Council resolution
MTID 2.3.10				TREA 39	Date Reviewed Basic Water Services Policy adopted	31-May-17	25-May-17	N/A	N/A	31-May-18	24-May-18	Achieved	N/A	N/A	Council resolution
MTID 2.3.11				TREA 40	Date Reviewed Supply Chain Management Policy adopted	31-May-17	25-May-17	N/A	N/A	31-May-18	24-May-18	Achieved	N/A	N/A	Council resolution
MTID 2.3.12				TREA 41	Date Reviewed Asset Disposal Policy adopted	31-May-17	25-May-17	N/A	N/A	31-May-18	24-May-18	Achieved	N/A	N/A	Council resolution
MTID 3.5.1				TREA 16	Frequency Vendor database reviewed	Monthly	Monthly	12	0	12 monthly	3 Monthly Reviews	Achieved	N/A	N/A	Exception report - Change log report
MTID1.1				CS 1	Number of S54/56 filled	5	5	N/A	N/A	5	4	Achieved	N/A	N/A	Employment contracts
MTID 1.2.1				CS 2	Percentage overall compliance to the employment equity targets at a Management level 6-0	N/A	N/A	47%	0	43%	50%	Achieved	N/A	N/A	Progress Report to Port Folio Committee/ Manco/ext Manco Minutes Attendance Registers of training

MTID 1.3.1				CS 3	Percentage of Training budget spent on implementing the workplace skills plan.	N/A	N/A	73%	27%	100%	100%	Achieved	N/A	N/A	Training Report to Port Folio Committee/ Manco/Ext Manco Minutes Attendance Registers of training
MTID 1.3.2				CS 4	Number of Employees with disabilities benefitting on Training	N/A	N/A	10	0	8	10	Achieved	N/A	N/A	Training Report to C/S Port Folio Committee/ Manco/Ext Manco Minutes Attendance Registers of training
MTID 1.3.3				CS 5	Frequency of bursary allocations	N/A	N/A	2	0	2	2	Achieved	N/A	N/A	Report to MANCO/ Extended MANCO/ Port Folio Minutes
MTID 1.3.4				CS 6	Number of the skills audit Progress Report	N/A	N/A	2	0	2	2	Achieved	N/A	N/A	Progress Report to Manco/ Extended MANCO Minutes
MTID 1.4.1				CS 7	Number of Departments Co-ordinated to cascade IPMS for levels 1 - 6	N/A	N/A	5	0	5	5	Achieved	N/A	N/A	Quarterly Report to Ext Manco / Manco/ Port Folio Minutes
MTID 1.4.2				CS 118	Number of Level 1 - 6 with Work Plans Developed	N/A	N/A	0	0	30	34	Achieved	N/A	N/A	Signed Work Plans
MTID 1.4.3				CS 119	Number of Work Plans Performance Reviews	N/A	N/A	1	0	1	1	Achieved	n/a	N/A	Attendance Registers for Work Plan Performance Review
MTID 1.5.1				CS 8	Number of Workshops on Organizational Culture held	N/A	N/A	4	0	4	4	Achieved	N/A	N/A	Attendance Register Programme of Event
MTID 1.6.1				CS 9	Number of EHW programmes implemented	N/A	N/A	7	0	4	7	Achieved	n/a	N/A	Attendance register Programme of event Evaluation Report to MANCO/Ext Management/CS Port Folio Committee Minutes

MTID 1.6.2				CS 10	Number of Incapacity Hearings on ill – health cases concluded	N/A	N/A	5	0	4	5	Achieved	n/a	N/A	Minutes of Incapacity Hearing Attendance register
MTID 1.6.3				CS 11	Number of Ad-hoc Health Assessments done	N/A	N/A	4	0	4	4	Achieved	n/a	N/A	Health Assessment Report to Port Folio Committee/ Manco / Extended Management Committee Minutes
MTID 1.7.1				CS 12	Number of Sourcing and Placement group Inductions done	N/A	N/A	2	0	2	2	Achieved	N/A	N/A	Attendance Registers Programme of event
MTID 1.7.2				CS 13	Percentage compliance on acting positions iro 6 month requirement	N/A	N/A	100%	0	100%	100%	Achieved	N/A	N/A	System Report
MTID 1.7.3				CS 14	Date by when Organogram is reviewed	N/A	N/A	N/A	N/A	31-Dec-17	26-Oct-17	Achieved	N/A	N/A	Council resolution
MTID 1.8.1				CS 15	Frequency of reporting on compliance to the 3 months' Turn-around time of completion of disciplinary matters by departments	N/A	N/A	4	0	Quarterly	Quarterly	Achieved	n/a	N/A	Quarterly Report Manco/Ext. MANCO Minutes
MTID 1.8.2				CS 16	Number of Educational /awareness programmes on labour related issues	N/A	N/A	4	0	4	4	Achieved	N/A	N/A	Attendance Registers Programme of event.
MTID 1.9.1				CS 18	Frequency of reporting on analysed Exit Management interviews	N/A	N/A	4	0	Quarterly	Quarterly	Achieved	N/A	N/A	Completed Questionnaire for exiting Employees Termination List Report to MANCO/Extended MANCO
MTID 1.10.1				CS 19	Frequency on reporting on Compliance with leave and sick leave management	Quarterly	Quarterly	4	0	Quarterly	Quarterly	Achieved	N/A	N/A	Quarterly Report on Leave Compliance Analysis to MANCO / Extended MANCO Minutes

MTID 1.11.1				CS 20	Frequency of reporting on Departmental Overtime Compliance	N/A	N/A	4	0	Quarterly	Quarterly	Achieved	N/A	N/A	Progress Report to MANCO / Ext MANCO Minutes
MTID 1.12.1				CS 21	Frequency of OHS awareness road shows conducted			5	0	Quarterly	Quarterly	Achieved	N/A	N/A	Attendance Register Programme of event
MTID 1.12.2				CS 22	Percentage Compliance with Fire Equipment serviced	100%	100%	100%	0	100%	100%	Achieved	N/A	N/A	Inspection Report to Manco / Ext Manco
MTID 1.12.3				CS 23	Percentage Compliance with OHS Act as per checklist	50%	50%	35%	15%	50%	50%	Achieved	N/A	N/A	Check list Compliance report to MANCO / Ext Management / Port Folio Committee Minutes
MTID 2.2.1				CS 24	Date Labware standard operating procedure done	N/A	N/A	N/A	N/A	30-Sep-17	28-Aug-17	Achieved	N/A	N/A	Standard Operating Procedure signed by Manager ICT and GMCS
MTID 2.2.2				CS 25	Date Teammate standard operating procedure completed	N/A	N/A	N/A	N/A	30-Sep-17	28-Aug-17	Achieved	N/A	N/A	Standard Operating Procedure signed by Manager ICT and GMCS
MTID 2.2.3				CS 26	Date Citicall standard operating procedure completed	N/A	N/A	N/A	N/A	30-Sep-17	07-Sep-17	Achieved	N/A	N/A	Standard Operating Procedure signed by Manager ICT and GMCS
MTID 2.2.4				CS 27	Date Patch management standard operating procedure completed	N/A	N/A	N/A	N/A	30-Sep-17	08-Sep-17	Achieved	N/A	N/A	Standard Operating Procedure signed by Manager ICT and GMCS
MTID 2.2.5				CS 28	Date Anti virus management standard operating procedure completed	N/A	N/A	N/A	N/A	31-Dec-17	08-Nov-17	Achieved	N/A	N/A	Standard Operating Procedure signed by Manager ICT and GMCS
MTID 2.2.6				CS 29	Date Backups management standard operating procedure completed	N/A	N/A	N/A	N/A	31-Dec-17	08-Dec-17	Achieved	N/A	N/A	Standard Operating Procedure signed by Manager ICT and GMCS
MTID 2.2.7				CS 30	Date Dataviewer management standard operating	N/A	N/A	N/A	N/A	31-Dec-17	05-Dec-17	Achieved	N/A	N/A	Standard Operating Procedure signed by Manager ICT and GMCS

					procedure completed										
MTID 2.2.8				CS 31	Date Filerite management standard operating procedure completed	N/A	N/A	N/A	N/A	31-Dec-17	08-Nov-17	Achieved	N/A	N/A	Standard Operating Procedure signed by Manager ICT and GMCS
MTID 2.2.9				CS 32	Date GIS management standard operating procedure completed	N/A	N/A	N/A	N/A	31-Mar-18	18-Jan-18	Achieved	N/A	N/A	Standard Operating Procedure signed by Manager ICT and GMCS
MTID 2.2.10				CS 33	Date Active Directory management standard operating procedure completed	N/A	N/A	N/A	N/A	31-Mar-18	02-Mar-18	Achieved	N/A	N/A	Standard Operating Procedure signed by Manager ICT and GMCS
MTID 2.2.11				CS 34	Date Adroit management standard operating procedure completed	N/A	N/A	N/A	N/A	31-Mar-18	23-Feb-18	Achieved	N/A	N/A	Standard Operating Procedure signed by Manager ICT and GMCS
MTID 2.2.12				CS 35	Date PBX Telephony management standard operating procedure completed	N/A	N/A	N/A	N/A	31-Mar-18	07-Mar-18	Achieved	N/A	N/A	Standard Operating Procedure signed by Manager ICT and GMCS
MTID 2.2.13				CS 36	Date TMS management standard operating procedure completed	N/A	N/A	N/A	N/A	30-Jun-18	02-May-18	Achieved	N/A	N/A	Standard Operating Procedure signed by Manager ICT and GMCS
MTID 2.2.14				CS 37	Date MS Exchange management standard operating procedure completed	N/A	N/A	N/A	N/A	30-Jun-18	02-May-18	Achieved	N/A	N/A	Standard Operating Procedure signed by Manager ICT and GMCS
MTID 2.3.1				CS 38	Date ICT Strategy reviewed and Adopted	N/A	N/A	N/A	N/A	30-Sep-17	04-Sep-17	Achieved	N/A	N/A	Draft Strategy Minutes of the ICT Steering Committee
MTID 2.3.2				CS 39	Date ICT Governance Framework reviewed and adopted	N/A	N/A	N/A	N/A	30-Sep-17	04-Sep-17	Achieved	N/A	N/A	Draft Policy Minutes of the ICT Steering Committee

MTID 2.3.3				CS 40	Date ICT Governance Charter reviewed and adopted	N/A	N/A	N/A	N/A	30-Sep-17	04-Sep-17	Achieved	N/A	N/A	Draft Policy Minutes of the ICT Steering Committee
MTID 2.3.4				CS 41	Date ICT Operations Policy reviewed and adopted	N/A	N/A	N/A	N/A	30-Jun-18	26-Oct-17	Achieved	N/A	N/A	Draft Policy Minutes of the ICT Steering Committee
MTID 2.3.5				CS 42	Date ICT Security Policy reviewed and adopted	N/A	N/A	N/A	N/A	30-Jun-18	26-Oct-17	achieved	N/A	N/A	Draft Policy Minutes of the ICT Steering Committee
MTID 2.3.6				CS 43	Date ICT User Management Policy reviewed and adopted	N/A	N/A	N/A	N/A	30-Jun-18	26-Oct-17	achieved	N/A	N/A	Draft Policy Minutes of the ICT Steering Committee
MTID 2.3.7				CS 44	Date Facilities Policy reviewed and adopted	N/A	N/A	N/A	N/A	30-Jun-18	28-Jun-18	achieved	N/A	N/A	Council Minutes/Extracts
MTID 2.3.8				CS 45	Date Security Policy reviewed and adopted	N/A	N/A	N/A	N/A	30-Jun-18	12-Dec-17	achieved	N/A	N/A	Council Minutes/Extracts
MTID 2.3.9				CS 46	Date BTS Policy reviewed and adopted	N/A	N/A	N/A	N/A	30-Jun-18	12-Dec-17	achieved	N/A	N/A	Council Minutes/Extracts
MTID 2.3.10				CS 47	Date Records Management Policy reviewed and adopted	N/A	N/A	N/A	N/A	30-Jun-18	12-Dec-17	achieved	N/A	N/A	Council Minutes/Extracts
MTID 2.3.11				CS 48	Date PAIA Policy reviewed and adopted	N/A	N/A	N/A	N/A	30-Jun-18	12-Dec-17	achieved	N/A	N/A	Council Minutes/Extracts
MTID 2.4.1				CS 49	Number of Tape Libraries implemented	N/A	N/A	1	0	1	1	achieved	N/A	N/A	Project close out Report submitted to ICT Steering Committee ICT Steering Committee minutes
MTID 2.4.2				CS 50	Number of additional Storage for ICT Disaster Recovery implemented	N/A	N/A	1	0	1	1	achieved	N/A	N/A	Project close out Report submitted to ICT Steering Committee ICT Steering Committee minutes
MTID 2.4.3				CS 51	Number of generators to be procured and implemented at Connor Str, and Harding offices	N/A	N/A	2	0	2	2	achieved	N/A	N/A	Project close out Report submitted to ICT Steering Committee ICT Steering Committee minutes
MTID 2.4.4				CS 52	Number of Soft IP Phones set up on laptops	N/A	N/A	N/A	N/A	20	20	Achieved	N/A	N/A	Sign off installation confirmation document for each installation by ICT and user

MTID 2.5.1				CS 53	Date by when ICT Disaster Recovery simulation is done for Core Systems	N/A	N/A	N/A	N/A	30-Apr-18	06-Mar-18	Achieved	N/A	N/A	DRP Test plan and implementation report Minutes of the ICT Steering committee
MTID 2.5.2				CS 54	Number of successful system restores (Core Systems)	12	12	12	0	12	12	Achieved	N/A	N/A	Restore Reports
MTID 2.5.3				CS 55	Number of backups stored off site (Core Systems)	12	12	12	0	12	12	Achieved	N/A	N/A	Backup reports
MTID 2.5.4				CS 56	Percentage new employees, requiring ICT Services, orientated through digitised ICT Security Awareness sessions	100%	100%	100%	0	100%	100%	Achieved	n/a	N/A	New staff take on list reconciled to signed security awareness documents
MTID 2.5.5				CS 57	Number of ICT Security status assessment reports done	N/A	N/A	3	0	2	3	Achieved	n/a	N/A	Security status assessment report Minutes of the ICT Steering Committee
MTID 2.6.1				CS 58	Percentage CS Compliance with ICT Governance Phase 1	100%	100%	84%	16%	100%	100%	Achieved	N/A	N/A	ICT Governance tool checklist Q 1 - 4 Minutes of ICT Steering Committee
MTID 2.6.2				CS 59	Percentage CS Compliance with ICT Governance Phase 2	100%	100%	76%	24%	100%	100%	Achieved	N/A	N/A	ICT Governance tool checklist Q 1 - 4 Minutes of ICT Steering Committee
MTID 2.6.3				CS 60	Percentage CS Compliance with ICT Governance Phase 3	N/A	N/A	N/A	N/A	100%	100%	Achieved	N/A	N/A	ICT Governance tool checklist Q 1 - 4 Minutes of ICT Steering Committee
MTID 2.7.1				CS 61	Frequency of analysed ICT Service desk log reports	N/A	N/A	4	0	Quarterly	Quarterly	Achieved	N/A	N/A	Service desk log reports Minutes of the ICT Steering Committee
MTID 2.8.1				CS 62	Percentage WAN (Wide area network) availability	N/A	N/A	98%	0	96%	98%	Achieved	N/A	N/A	Network availability report ICT Steering Committee Minutes
MTID 2.8.2				CS 63	Percentage Service and Licence Agreements Management to core systems	100%	100%	100%	0	100%	100%	Achieved	N/A	N/A	Summary licences report ICT Steering Committee Minutes

MTID 2.8.3				CS 64	Percentage compliance with the Website legislative requirements	80%	80%	100%	0	100%	100%	Achieved	N/A	N/A	Website legislative compliance checklist ICT Steering Committee Minutes
MTID 2.8.4				CS 65	Date by when Video Conferencing & instant messaging will be installed for Extended Management (20 instances)	N/A	N/A	N/A	N/A	30-Jun-18	12-Jun-18	Achieved	N/A	N/A	Lansweeper report of installations
MTID 2.8.5				CS 66	Number of workstations' operating systems migrated to Windows 10	N/A	N/A	416	0	350	416	Achieved	N/A	N/A	Lansweeper report of installations
MTID 2.9.1				CS 67	Percentage of vehicle replaced as per the plan	N/A	N/A	N/A	N/A	20%	38%	Achieved	N/A	N/A	Invoice
MTID 2.10.1				CS 68	Date Vehicle Maintenance Plan completed	N/A	N/A	N/A	N/A	30-Sep-17	2017/09/14	Achieved	N/A	N/A	Vehicle Maintenance Plan by signed the GMCS Progress report to the CS Extended Management Committee Minutes
MTID 2.10.2				CS 69	Percentage of vehicles maintained as per the Vehicle Maintenance Plan	N/A	N/A	100%	N/A	100%	100%	Achieved	N/A	N/A	Progress report to the MANCO / Ext Manco / Port Folio Committee Minutes
MTID 2.11.1				CS 120	Percentage availability of service delivery vehicles	80%	76%	N/A	N/A	75%	75%	Achieved	N/A	N/A	Report on availability of Service Delivery Vehicles to be signed by Water Services : GM / Snr Manager
MTID 2.12.1				CS 70	Date Vehicle Licencing Plan completed	N/A	N/A	N/A	N/A	30-Sep-17	14-Sep-17	Achieved	N/A	N/A	Vehicle Licencing Plan by signed the GMCS Invoices Progress report to the CS Extended Management Committee Minutes

MTID 2.12.2				CS 71	Percentage of licenses renewed as per the plan	N/A	N/A	100%	0	100%	100%	Achieved	N/A	N/A	Progress report to the Port Folio Committee / MANCO / Ext MANCO Committee Minutes
MTID 2.13				CS 72	Date by when identification and assessment vehicles for disposal is concluded	N/A	N/A	N/A	N/A	30-Dec-17	08-Dec-17	Achieved	N/A	N/A	Vehicle assessment report for disposal of vehicles Signed acceptance by Manager Asset Management
MTID 2.14.1				CS 73	Date by when the driver's license and PDP's verified	N/A	N/A	N/A	N/A	30-Nov-17	17-Nov-17	Achieved	N/A	N/A	Verification forms: Signed by Manager Fleet
MTID 2.15.1				CS 74	Percentage implementation of resolutions of the Fleet Management Committee	N/A	N/A	100%	0	80%	100%	Achieved	N/A	N/A	Fleet Resolution Register - Manco / Extended Manco
MTID 2.16.1				CS 75	Percentage drivers trained on advanced driving	N/A	N/A	N/A	N/A	5%	08-Sep-17	Achieved	n/a	N/A	Attendance Register of Training Programme
MTID 2.18.1				CS 77	Frequency of reporting on Departments compliance with fuel reduction goals	N/A	N/A	4	0	Quarterly	Quarterly	Achieved	N/A	N/A	Report on Fuel reduction per department to MANCO / Ext. MANCO Minutes
MTID 2.19.1				CS 78	Number of sites maintained in line with the Long term Building Maintenance Plan	N/A	N/A	7	0	7	7	Achieved	N/A	N/A	Progress Report to Manco / Extended MANCO Minutes & Revised Plan
MTID 2.20.1				CS 79	Number of Ugu sites implemented in line with the Long-Term office Accommodation Plan	N/A	N/A	5	0	5	5	Achieved	N/A	N/A	Progress Report to Manco / Extended MANCO Minutes Invoices
MTID 2.21				CS 80	Percentage Implementation of Security Management Checklist based on engagement sessions	N/A	N/A	100%	0	100%	100%	Achieved	N/A	N/A	Development of Checklist Attendance register of security engagements Progress report to the MANCO/Extended MANCO and Minutes

MTID 2.22.1				CS 81	Frequency of reporting on the Attendance of Councillors at Meetings	N/A	N/A	4	0	Quarterly	Quarterly	Achieved	N/A	N/A	Signed acceptance of Report on the Analysis of councillors at Council and its committee meetings to Office of the Speaker
MTID 2.22.2				CS 82	Frequency of Council Minutes Published to the Website	N/A	N/A	4	0	Quarterly	Quarterly	Achieved	N/A	N/A	Screen print of the website
MTID 2.22.3				CS 83	Frequency of Updates of the Confirmed Minutes for Portfolio Committees, Exco and Council uploaded to the Intranet	N/A	N/A	4	0	Quarterly	Quarterly	Achieved	N/A	N/A	Screen print of the Intranet
MTID 2.22.4				CS 84	Percentage compliance with committees' procedure manuals on the submission of reports by Department	N/A	N/A	100%	0	100%	100%	Achieved	N/A	N/A	Analysis Report to MANCO/Extended MANCO Minutes
MTID 2.22.6				CS 86	Number of Awareness Workshops for PA's and Admin Assistants in Minute Taking and Editing	N/A	N/A	2	0	2	2	Achieved	N/A	N/A	Attendance Register Programme
MTID 2.23.1				CS 87	Frequency of reporting on Departmental file plan usage	N/A	N/A	4	0	Quarterly	Quarterly	Achieved	N/A	N/A	Statistics of usage per dept and extract per month to Manco / Ext Manco Minutes
MTID 2.23.2				CS 88	Date by when File Plan Amendments Submitted to KZN Archives	N/A	N/A	N/A	N/A	30-Apr-18	13-Apr-18	Achieved	N/A	N/A	Letter to KZN Archives and proof of submission (Email)
MTID 2.23.3				CS 89	Date by when application for destruction authorities to KZN Archives is done	N/A	N/A	N/A	N/A	31-Dec-17	04-Dec-17	Achieved	N/A	N/A	Letter to KZN Archives and proof of submission (Email)
MTID 2.23.4				CS 90	Frequency of Departmental Compliance with EDMS System Usage	N/A	N/A	4	0	Quarterly	Quarterly	Achieved	N/A	N/A	Quarterly Usage to Manco/Extended Manco Minutes
MTID 2.23.5				CS 91	Percentage Compliance IRO time taken to respond to PAIA	100	100	100%	0	100%	100%	Achieved	N/A	N/A	PAIA Schedule of received requests and response

MTID 2.23.6			CS 92	Date by when Section 32 PAIA report is submitted to SAHRC	30-Apr-16	26-Apr-16	N/A	N/A	30-Apr-18	30-Mar-18	Achieved	N/A	N/A	Section 32 Report and Proof of Submission (Email)
MTID 2.23.7			CS 93	Percentage of Documentation in respect of Tenders Filed	85%	91%	N/A	N/A	85%	96%	Achieved	N/A	N/A	Completed Checklist and signed verification by Manager SCM and GM Corporate Services
MTID 2.23.8			CS 94	Number of Records Management Awareness Sessions Held with Departments	N/A	N/A	N/A	0	7	7	Achieved	N/A	N/A	Attendance Registers and Programme
MTID 1.4.1			IED 66	Number of Level 1 - 6 with Work Plans Developed	N/A	N/A	N/A	N/A	3	3	Achieved	n/a	N/A	Signed Work Plans
MTID 1.4.2			IED 67	Number of Work Plans Performance Reviews	N/A	N/A	N/A	N/A	1	1	Achieved	n/a	N/A	Attendance Registers for Work Plan Performance Review
MTID 1.8.1			IED 68	Percentage compliance with the turnaround time in the Completion of disciplinary and grievance processes within the municipal internal processes	N/A	N/A	100%	0	100%	100%	Achieved	n/a	N/A	MANCO Progress Report on cases MANCO Resolution
MTID 1.9.1			IED 69	Percentage compliance with Exit Management interviews	N/A	N/A	100%	0	100%	100%	Achieved	N/A	N/A	MANCO Progress Report on Exit Management Interviews MANCO Resolution
MTID 1.10.1			IED 70	Percentage compliance with Leave and Sick Leave Management	N/A	N/A	100%	0	100%	100%	Achieved	N/A	N/A	MANCO Progress Report on Leave and Sick Leave Management MANCO Resolution
MTID 1.11.1			IED 71	Percentage compliance with overtime management	N/A	N/A	100%	0	100%	100%	Achieved	N/A	N/A	System Report
MTID 1.12.1			IED 72	Percentage Compliance with OHS Act	N/A	N/A	100%	0	100%	100%	Achieved	N/A	N/A	Attendance Register Copy of certificates
MTID 2.3.1			IED 73	Date Emerging Contractors Policy Adopted	N/A	N/A	N/A	N/A	30-Jun-18	28-Jun-18	Achieved	N/A	N/A	Council Resolution

MTID 2.3.2				IED 74	Date Informal Sector Policy Adopted	N/A	N/A	N/A	N/A	30-Jun-18	nil	Not Achieved	The policies were submitted as ancillary documents to the relevant committees however when discussion ensue there was focus on the main document, thus leaving this out.		Council Resolution
MTID 2.3.3				IED 75	Date SMME Policy Adopted	N/A	N/A	N/A	N/A	30-Jun-18	nil	Not Achieved		These will be submitted to the committees separately for approval by the end of Quarter 2.	Council Resolution
BASIC SERVICE DELIVERY															
BSD 1.1.1				WS 1	Number of HH provided with access to water through the Maphumulo Water Supply project	N/A	N/A	0	500	500	0	Not Achieved	Work stoppage by the local Business Forum	A portion of work was issued to the Local Business Forum so that work can be completed 30 October 2018	Close out report and Beneficiary List
BSD 1.1.2				WS 2	Number of HH provided with access to water through the KwaNyuswa Bulk Supply project	N/A	N/A	0	200	200	0	Not Achieved	Termination of the of old professional service provider and appointment of new professional service provider	Upgrade of Water Treatment Works was conducted internally while awaiting appointment of new service provider. 30 June 2019	Close out report and Beneficiary List
BSD 1.1.5				WS 11	Percentage compliance to water tankering programme	N/A	N/A	N/A	N/A	75%	84%	Achieved	The tankering schedule was disturbed during the strike. The drought in Harding is also affecting the schedule.	A revised tankering schedule taking into consideration the drought in Harding will be developed. 31 December 2018.	Water tankering schedule / log book
BSD 1.2.1				WS 5	Number of HH provided with access to sanitation through the Masinenge / Uvongo Sanitation project	N/A	N/A	125	0	125	125	Achieved	The original contract was terminated and the project went to tender again. The EIA report had to be amended	The EIA has since been approved. Contractor restarting work on the 04th September 2018.	List of beneficiaries

BSD 1.2.2				WS 55	Number of HH provided with access to sanitation through the Harding Sanitation Scheme: Phase 3 project	400	0			394	0	Not Achieved	Eskom power supply	Umuziwabantu is busy installing power line on behalf of Eskom - 30 September 2018	Close out report and Beneficiary List
BSD 1.2.3				WS 56	Number of HH provided with access to sanitation through the Emalangen Low Cost Housing Project scheme	N/A	N/A	N/A	N/A	336	0	Not Achieved	Work stoppage by the local Business Forum	a portion of work was issued to the Local Business Forum so that work can be completed by 30 October 2018	Close out report and Beneficiary List
BSD 1.4.1			Boteholes refurbished	WS43	Number of boreholes refurbished		0	0		0	0	not applicable	Resources were not available to refurbish boreholes	Will be considered in the 18/19 -2022 financial years pending approval of funding	Close out report
BSD 1.5.1				WS 12	Number of Springs protected and refurbished	N/A	N/A	30	0	30	85	Achieved	N/A	N/A	Completion certificate
BSD 2.1.1				WS 19	Number of water reservoirs constructed	N/A	N/A	1	1	2	1	Not Achieved	The budget for the Mabheleni reservoir was exhausted before the project was completed.	An AFA is being prepared. 30 June 2019	Close out report
BSD 3.1.1				WS 17	Average turnaround time in hours taken to repair water leaks	N/A	N/A	N/A	N/A	4 Hours	15h42	Not Achieved	The delays in the turnaround time has been due to the recent labour unrest within the municipality. Aging infrastructure is also a contributing factor as it causes a high number of breaks	Implementation of labour relations management strategies . Replacement of aging infrastructure - 30 June 2019	System report
BSD 3.2.1				WS 8	Number of km of pipeline replaced in Pumula	N/A	N/A	4.6km		4km	4.6km	Achieved	N/A	N/A	Close out report

BSD 3.2.2				WS 3	Number of km of pipeline constructed in Msikaba	N/A	N/A	0	2	2	0	Not Achieved	Scope had to be revised because of funding limitations	A prioritised scope will be implemented in the next financial year - 30 June 2019	Latest payment certificate
BSD 3.3.1				WS 9	Percentage reduction of non-revenue water	N/A	N/A	N/A	N/A	1%	-6%	Not Achieved	The billed authorised consumption has decreased drastically after the implementation of the new billing system thus increasing the NRW	Billing section is currently busy working on sorting out the billing information - 30 June 2019	Water balance report
BSD 4.1.				WS 20	Number of water plants upgraded	N/A	N/A	0	1	1	0	Not Achieved	Claims by service provider are pending approval by the municipality	Approval of claims for extension of time and cost - 30 September 2018	Close out report
BSD 4.2.2				WS 14	Percentage of blue drop status achieved.	N/A	N/A	93%	0	93%	93%	Achieved	N/A	N/A	Independent water quality report
BSD 4.2.3				WS 15	Number of water safety plans reviewed	17	12	13	2	15	13	Not Achieved	13 water safety plans were recorded to have been reviewed instead of 15.	All water safety plans will be reviewed at once. 31 December 2018	Manco resolution
BSD 5.1.1				WS 18	Turnaround time in hours to respond to sanitation infrastructure breakdown	24hrs	9hrs	N/A	N/A	24hrs	12h55	Achieved	N/A	N/A	System report
BSD 5.2.1				WS 21	Number of WWTW upgraded	N/A	N/A	N/A	N/A	1	0	Not Achieved	There were delays in the power supply	Eskom has since connected the power supply. Work anticipated to finish in November 2018.	Closeout report
BSD 5.2.2				WS 22	Number of Wastewater treatment Works refurbished			7	0	2	7	Achieved	N/A	N/A	Closeout report

BSD 5.3.1				WS 44	Percentage compliance to General Authorisation Standards	N/A	N/A	75.54%	4.46%	80%	75.54%	Not Achieved	The equipment failures are the biggest contributor to the non-compliance with the Green Drop standards. Some plants do not have full time staff operating them, they are operated by roving Process Controllers	Capital investment to repair equipment is urgently needed. Full time human resource is need at all plant. 30 June 2019	Independent green drop assessment report
BSD 1.3.1				WS 16	Number of Waste Water Risk Abatement plans reviewed	20	20	20	19	20	20	Achieved	N/A	N/A	MANCO Resolution
BSD1.6.1				TREA 73	Number of households with access to free basic water	N/A	N/A	N/A	N/A	18000	38964	Achieved	N/A	N/A	List of account holders
BSD 1.7.1				TREA 74	Number of indigent households with access to free basic services	N/A	N/A	N/A	N/A	6000	5208	Not Achieved	Inaccurate data in the billing module	Data cleansing exercise in progress	Indigent Register
BSD 1.8.1				TREA 75	Number of indigent assessment reviews conducted	N/A	N/A	3	9	12	0	Not Achieved	reviews are done daily as and when data changes however a general complete overview is required	An overall exercise to review the register is planned using a service provider	Indigent Register
					LOCAL ECONOMIC DEVELOPMENT										
LED 1.1.1				OMM 10	Number of jobs created through	80	95	96	0	90	96	Achieved	N/A	N/A	Signed contracts

				the EPWP Environmental and Social Sector										
LED 6.1.1.1			OMM 11	Number of Spelling Bee Programmes held	N/A	N/A	3	0	2	3	Achieved	N/A	N/A	Attendance register and report noted by Portfolio Committee
LED 6.1.1.2			OMM 12	Number of Financial Literacy events held	N/A	N/A	3	0	2	3	Achieved	N/A	N/A	Attendance register and report noted by Portfolio Committee
LED 6.1.1.3			OMM 13	Number of Early Childhood Development centres supported	N/A	N/A	6	0	6	6	Achieved	N/A	N/A	Beneficiary list signed by guardian
LED 6.1.1.4			OMM 14	Date Christmas for Children living in Shelters and other vulnerable held	31-Dec-16	13-Dec-16	N/A	N/A	31-Dec-17	06-Dec-17	Achieved	N/A	N/A	Attendance register and report noted by Portfolio Committee
LED 6.1.1.5			OMM 15	Number of Dress a Child Campaign beneficiaries	60	161	133	0	100	133	Achieved	N/A	N/A	List of beneficiaries signed by the principal on delivery
LED 6.1.1.6			OMM 16	Number of Awareness Campaigns on Children Rights held	N/A	N/A	10	0	8	10	Achieved	N/A	N/A	attendance registers and report noted by Portfolio Committee
LED 6.1.1.7			OMM 17	Number of child headed households supported	12	13	20	0	12	20	Achieved	N/A	N/A	List of beneficiaries signed by the School Principal on delivery
LED 6.1.1.8			OMM 18	Date take a girl school child to work campaigns held	2	4	N/A	N/A	30-Jun-18	24-May-18	Achieved	N/A	N/A	attendance register and report noted by Portfolio Committee
LED 6.1.2.1			OMM 19	Number of beneficiaries of the Sanitary Dignity Campaigns	1000	1391	1080	0	1000	1080	Achieved	N/A	N/A	List of beneficiaries signed by beneficiaries on date received
LED 6.1.2.2			OMM 20	Number of Women Empowerment Sessions held	N/A	N/A	3	0	3	3	Achieved	N/A	N/A	Attendance register and report noted by Portfolio Committee
LED 6.1.2.3			OMM 21	Number of Men Empowerment Session conducted	4	4	4	0	4	4	Achieved	N/A	N/A	Attendance register and report noted by Portfolio Committee
LED 6.1.2.4			OMM 22	Number of Moral Regeneration Campaigns held	4	5	4	0	4	4	Achieved	N/A	N/A	Attendance register and report noted by Portfolio Committee
LED 6.1.2.5			OMM 23	Date Reed Dance held	N/A	N/A	N/A	N/A	30-Sep-17	18-20 Aug-17	Achieved	N/A	N/A	Report noted by Portfolio Committee
LED 6.1.3.1			OMM 24	Date District Golden Games held	30-Sep-16	26-Aug-16	N/A	N/A	30-Sep-17	26-Jul-17	Achieved	N/A	N/A	attendance register and report noted by Portfolio Committee

LED 6.1.3.2			OMM 25	Date Honouring of Centenarians done	N/A	N/A	N/A	N/A	30-Jun-18	13-Jun-18	Achieved	N/A	N/A	Attendance register and report noted by Portfolio Committee
LED 6.1.3.3			OMM 26	Number of Coordination and Support to Destitute Elderly implemented	N/A	N/A	125	0	100	125	Achieved	N/A	N/A	Report on support programmes provided
LED 6.1.3.4			OMM 27	Number of Awareness Campaigns for Senior Citizens conducted	N/A	N/A	4	0	4	4	Achieved	N/A	N/A	Attendance register and report noted by Portfolio Committee
LED 6.1.4.1			OMM 28	Number of Disability Awareness Programmes implemented	N/A	N/A	2	0	2	2	Achieved	N/A	N/A	Attendance registers and report noted by Portfolio Committee
LED 6.1.4.2			OMM 29	Number of Disability Sports Day held	N/A	N/A	1	0	1	1	Achieved	N/A	N/A	Attendance registers and report noted by Portfolio Committee
LED 6.1.4.3			OMM 30	Number of beneficiaries of Sanitary Dignity Campaigns held in Special Schools	12	12	1026	0	800	1026	Achieved	N/A	N/A	List of beneficiaries and report noted by Portfolio Committee
LED 6.1.4.4			OMM 31	Number of Disabled people Supported with Drivers Licence	4	4	4	0	4	4	Achieved	N/A	N/A	List of beneficiaries proof of learners registration Report noted by the Portfolio Committee
LED 6.1.4.5			OMM 32	Number of Therapy Session for Mothers with Disabled Children conducted	2	2	2	0	2	2	Achieved	N/A	N/A	Attendance register and report noted by Portfolio Committee
LED 6.1.4.6			OMM 33	Number of Disability NPOs Supported with Grants			7	0	7	7	Achieved			Acknowledgement Letter of Receipt from NGOs
LED 6.1.5.1			OMM 34	Number of HIV and AIDS Awareness Campaigns conducted	4	6	4	0	4	4	Achieved	N/A	N/A	Attendance Register and report on awareness conducted noted by Special Programmes Portfolio
LED 6.1.5.2			OMM 35	Date World AIDS Day event held	31-Dec-16	21-Dec-16	N/A	N/A	31-Dec-17	01-Dec-17	Achieved	N/A	N/A	Report on World AIDS day noted by Special Programmes Portfolio Committee
LED 6.1.5.3			OMM 36	Number of nutritional supplements distributed to LMs and NGOs dealing with HIV	200	202	1065	0	1000 packs	1065	Achieved	N/A	N/A	Acknowledgement Letter of Receipt from NGOs and LMs

					and AIDS related issues									
LED 6.1.5.4			OMM 37	Number of NPOs dealing with HIV and AIDS related programmes supported with grant funding	6	10	9	0	9	9	Achieved	N/A	N/A	Acknowledgement Letter of Receipt from NGOs
LED 6.1.6.1			OMM 38	Number of District Task Team Meetings Held	N/A	N/A	7	0	7	7	Achieved	N/A	N/A	Signed Minutes and attendance register
LED 7.2.1			OMM 40	Number of Queen of high schools event held	N/A	N/A	1	0	1	1	Achieved	N/A	N/A	Attendance Register and Portfolio Resolution
LED 7.2.3			OMM 42	Number of Mandela Day events held	N/A	N/A	1	0	1	1	Achieved	N/A	N/A	Confirmation letters by beneficiaries and Portfolio resolution
LED 7.3.1			OMM 43	Number of Education Indaba hosted	N/A	N/A	1	0	1	1	Achieved	N/A	N/A	attendance register & Portfolio Resolutions
LED 7.3.2			OMM 44	Date Career Exhibition held	N/A	N/A	4	0	4	4	Achieved	N/A	N/A	attendance register & portfolio resolution
LED 7.3.3			OMM 45	Number of Artist Developed	N/A	N/A	2	0	2	2	Achieved	N/A	N/A	Confirmation letters by beneficiaries and Portfolio resolution
LED 7.5.1			OMM 47	Number of Indigenous games held	N/A	N/A	1	0	1	1	Achieved	N/A	N/A	attendance register & portfolio resolution
LED 7.5.2			OMM 48	Number of Mayoral Cup tournament held	N/A	N/A	1	0	1	1	Achieved	N/A	N/A	portfolio resolution and close out report
LED 7.5.3			OMM 49	Number of Youth Programme supported	N/A	N/A	4	0	4	4	Achieved		N/A	attendance register & portfolio resolution
LED 7.6.1			OMM 50	Date participated in SALGA games	N/A	N/A	N/A	N/A	31-Dec-17	4-11-Dec-17	Achieved	N/A	N/A	attendance register & portfolio resolution
LED 7.6.2			OMM 51	Date winter games held	N/A	N/A	N/A	N/A	30-Jun-18	0	Not Achieved	Winter games were converted into the Mayoral Cup	Mayoral Cup held as per OMM 48	attendance register & portfolio resolution
LED 1.1.1			IED 1	Number of Job opportunities created	100	123	124	0	120	124	Achieved	N/A	N/A	Copies of Employment Contracts
LED 1.1.2			IED 11	Number of Unemployed Graduates Assigned to Monitor the One-Home-One Garden Programme	N/A	N/A	N/A	N/A	12	12	Achieved	N/A	N/A	Copies of Contracts
LED 1.1.3			IED 13	Number of LED Interns Deployed to LMs as part of Capacity Support Program	4	4	8	0	8	8	Achieved	N/A	N/A	Internship contracts

LED 2.1.1				IED 2	Number SMMEs and Cooperatives Assessed	N/A	N/A	57	0	50	57	Achieved	N/A	N/A	Assessment Report Portfolio Committee
LED 2.1.2				IED 2	Number SMMEs and Cooperatives Trained	N/A	N/A	0	30	30	0	Not Achieved	SMME & Cooperative Sector Champion indisposed due to illness	To finalise relevant processes and fill the vacancy by 30 Dec 2018	Training Report Attendance Register Portfolio Committee Resolution
LED 2.1.3				IED 3	Number of SMMEs and Cooperatives Provided with Materials & Supplies	N/A	N/A	8	12	20	8	Not Achieved	SMME & Cooperative Sector Champion indisposed due to illness	To finalise relevant processes and fill the vacancy by 30 Dec 2018	Copies of Invoices & Acknowledgement Letters from Recipients
LED 2.1.4				IED 4	Number of Artists Promoted in Local Events	N/A	N/A	29	0	20	29	Achieved	N/A	N/A	Copies of Contracts
LED 2.1.5				IED 5	Number of Emerging local Artists Promoted in Public Participation Road-Shows	N/A	N/A	66	0	50	66	Achieved	N/A	N/A	Copies of Artists Performance Contracts
LED 2.1.6				IED 6	Number of beneficiaries enrolled in Portable Skills	N/A	N/A	22	0	20	22	Achieved	N/A	N/A	Letter of Confirmation of Enrolment from Service Provider
LED 5.1.1				IED 9	Number of Rural Medium Scale Farmers Supported with Materials & Supplies	N/A	N/A	16	0	16	16	Achieved	N/A	N/A	Copies of Invoices & Acknowledgement Letters from Support Recipients
LED 5.1.2				IED 10	Number of Household Supplied with Seedlings through the 'One-Home-One Garden Programme'.	N/A	N/A	1060	0	500	1060	Achieved	N/A	N/A	Beneficiary Register
LED 5.1.3				IED 12	Number of Dysfunctional LED Projects Revived	N/A	N/A	40	0	40	40	Achieved	N/A	N/A	Copy of Invoices & Letters of Acknowledgement from Support Recipients
LED 5.2.1				IED 14	Number of Emerging Bakeries Provided with Materials & Supplies	N/A	N/A	9	1	10	9	Not Achieved	Due to Sector Champion Vacancy, programmes are compromised	Target reduced to accommodate gaps with resources	Copies of Invoices and Letters of Acknowledgement from Support Recipients

LED 5.2.2				IED 15	Number of Emerging Clothing & Textile Manufacturers Supported with Materials & Supplies	N/A	N/A	5	0	5	0	Not Achieved	Equipment only after the financial year end.	Delivery to be completed by 15 September 2018	Copies of Invoices of Letters Acknowledgement from Support Recipients
LED 5.2.3				IED 16	Number of Emerging Furniture Manufacturing Supported with Materials & Supplies	N/A	N/A	2	3	5	2	Not Achieved	Due to Sector Champion Vacancy, programmes are compromised	Target reduced to accommodate gaps with resources	Copies of Invoices and Letters of Acknowledgement from Support Recipients
LED 5.2.4				IED 17	Number of Block Manufacturers Provided with Materials & Supplies	N/A	N/A	3	2	5	3	Not Achieved	Due to Sector Champion Vacancy, programmes are compromised	Target reduced to accommodate gaps with resources	Copies of Invoices and Letters of Acknowledgement from Support Recipients
LED 5.6.1				IED 8	Date Reviewed LED Strategy Adopted	30-Jun-17	30-Jun-17	N/A	N/A	30-Jun-18	28-Jun-18	Achieved	N/A	N/A	EXCO Resolution adopting the LED Strategy
				GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
GGPP 1.2.1				OMM 52	Percentage of APPLICABLE council resolutions implemented	N/A	N/A	N/A	N/A	100%	100%	Achieved	N/A	N/A	Compliance Report and Resolution Register
GGPP 1.3.1				OMM 53	Date 2016 / 2017 Management Corrective Action Plan Developed	N/A	N/A	N/A	N/A	29-Dec-17	07-Dec-17	Achieved	N/A	N/A	Management corrective action plan and MANCO Minutes noting the plan
GGPP 1.3.2				OMM 54	Percentage of 2016 / 2017 Audit findings resolved	N/A	N/A	N/A	N/A	80%	75%	Not Achieved	The outstanding finding is set to be resolved on day 28 after the end of Financial Year.	Ensure that the findings are resolved by 30 July 2018	Audit Committee Minutes noting Management corrective Action Plan
GGPP1.4.1				OMM 55	Date Internal Audit and Audit Committee Charters and audit methodology reviewed	30-Sep-16	23-Sep-16	N/A	N/A	30-Sep-17	28-Sep-17	Achieved	N/A	N/A	Audit committee minutes approving the IA plan, Charter and Methodology
GGPP1.4.2				OMM 56	Date Audit Committee Charters reviewed	30-Sep-16	23-Sep-16	N/A	N/A	30-Sep-17	28-Sep-17	Achieved	N/A	N/A	Audit committee minutes recommending Charter to council for adoption

GGPP1.4.3				OMM 57	Date 3 year strategic audit plans approved for Ugu	30-Sep-16	23-Sep-16	N/A	N/A	30-Sep-17	28-Sep-17	Achieved	N/A	N/A	Audit Committee Minutes noting the Strategic Plan
GGPP1.4.4				OMM 58	Date 3 year strategic audit plans approved for USCT	30-Sep-16	25-Aug-16	N/A	N/A	30-Sep-17	28-Sep-17	Achieved	N/A	N/A	Audit Committee Minutes noting the Strategic Plan
GGPP1.4.5				OMM 59	Date 3 year strategic audit plans approved for USCDA	30-Sep-16	26-Aug-16	N/A	N/A	30-Sep-17	28-Aug-17	Achieved	N/A	N/A	Audit Committee Minutes noting the Strategic Plan
GGPP1.4.6				OMM 60	Date Annual internal audit plan developed and approved - Ugu	30-Sep-16	23-Sep-16	N/A	N/A	30-Sep-17	28-Sep-17	Achieved	N/A	N/A	Audit Committee Minutes approving the Annual Internal Audit Plan
GGPP1.4.7				OMM 61	Date Annual internal audit plan developed and approved - USCT	30-Sep-16	25-Aug-16	N/A	N/A	30-Sep-17	23-Aug-17	Achieved	N/A	N/A	Audit Committee Minutes approving the Annual Internal Audit Plan
GGPP1.4.8				OMM 62	Date Annual internal audit plan developed and approved - USCDA	30-Sep-16	26-Aug-16	N/A	N/A	30-Sep-17	28-Aug-17	Achieved	N/A	N/A	Audit Committee Minutes approving the Annual Internal Audit Plan
GGPP1.4.9				OMM 63	Percentage Implementation of internal Audit Plan - UGU	N/A	N/A	94%	6%	100%	94%	Not Achieved	unavailability of key information during the audit process	information subsequently submitted for evaluation and report awaiting submission to the audit committee. 30 Sept 2018.	Audit committee minutes noting status of Implementing Internal Audit Plan
GGPP1.4.10				OMM 64	Percentage Implementation of internal Audit Plan - USCT	N/A	N/A	100	0	100%	100%	Achieved	N/A	N/A	Audit committee minutes noting status of Implementing Internal Audit Plan
GGPP1.4.11				OMM 65	Percentage Implementation of internal Audit Plan - USCDA	N/A	N/A	100	0	100%	100%	Achieved	N/A	N/A	Audit committee minutes noting status of Implementing Internal Audit Plan
GGPP 1.5.1				OMM 66	Date 2017 / 2018 Enterprise Risk registers developed and approved - UDM	N/A	N/A	N/A	N/A	30-Sep-17	28-Sep-17	Achieved	N/A	N/A	Audit Committee resolution (Ugu, USCT & USCDA)
GGPP 1.5.2				OMM 67	Date 2017 / 2018 Enterprise Risk registers developed and approved - USCT	N/A	N/A	N/A	N/A	30-Sep-17	23-Aug-17	Achieved	N/A	N/A	Audit Committee resolution (Ugu, USCT & USCDA)

GGPP 1.5.3				OMM 68	Date 2017 / 2018 Enterprise Risk registers developed and approved - USCDA	N/A	N/A	N/A	N/A	30-Sep-17	23-Aug-17	Achieved	N/A	N/A	Audit Committee resolution (Ugu, USCT & USCDA)
GGPP 1.5.4				OMM 69	Date 2017 / 2018 Fraud Risk registers approved - UDM	N/A	N/A	N/A	N/A	30-Sep-17	28-Sep-17	Achieved	N/A	N/A	Audit Committee Resolution approving the register
GGPP 1.5.5				OMM 70	Date 2017 / 2018 Fraud Risk registers approved - USCT	N/A	N/A	N/A	N/A	30-Sep-17	28-Sep-17	Achieved	N/A	N/A	Audit Committee Resolution approving the register
GGPP 1.5.6				OMM 71	Date 2017 / 2018 Fraud Risk registers approved - USCDA	N/A	N/A	N/A	N/A	30-Sep-17	23-Aug-17	Achieved	N/A	N/A	Audit Committee resolution (Ugu, USCT & USCDA)
GGPP 1.5.7				OMM 72	Percentage of Risk mitigation recommendations implemented - UGU	N/A	N/A	69%	11%	80%	69%	Not Achieved	Failure to develop and review the policies. Advertisement of the panel of attorneys tender.	To begin processed on time and finalised by 30 Dec 2018. Finalise the appointment of the Panel of Attorneys.	Risk Management Committee noting the percentage implementation of risk mitigation plans
GGPP 1.5.8				OMM 73	Percentage of Risk mitigation recommendations implemented - USCT	N/A	N/A	93%	0	80%	93%	Achieved	N/A	N/A	Audit Committee minutes noting % implementation per Risk mitigation report
GGPP 1.5.9				OMM 74	Percentage of Risk mitigation recommendations implemented - USCDA	N/A	N/A	78%	2%	80%	78%	Not Achieved	Government departments that had pledged and committed to support the project but have failed to honour their commitments	To do follow ups with the relevant Departments will be done and private sector for any possible opportunities for the project.	Audit Committee minutes noting % implementation per Risk mitigation report
GGPP 1.5.10				OMM 75	Percentage of Fraud Risk Mitigation recommendation Implemented - UGU	N/A	N/A	70%	10%	80%	70%	Not Achieved	Failure to develop and review the policies.	To begin processed on time and finalised by 30 Dec 2018.	Resolution from Risk Management Committee noting the percentage implementation of fraud risk mitigation plans
GGPP 1.5.11				OMM 76	Percentage of Fraud Risk Mitigation recommendation Implemented - USCT	N/A	N/A	88%	0%	80%	88%	Achieved	N/A	N/A	Audit Committee minutes noting % implementation per Risk mitigation report

GGPP 1.5.12				OMM 77	Percentage of Fraud Risk Mitigation recommendation Implemented - USCDA	N/A	N/A	77%	3%	80%	77%	Not Achieved	Late receipt of grant funding.	To do follow ups with the relevant municipalities to pay on time.	Audit Committee minutes noting % implementation per Risk mitigation report
GGPP 1.6.1				OMM 78	Number of Anticorruption and awareness campaigns co-ordinated	N/A	N/A	4	0	3	4	Achieved	N/A	N/A	Attendance registers, Fraud awareness pamphlet
GGPP 1.8.1				OMM 79	Percentage compliance achieved as per the Municipal Compliance Checklist	N/A	N/A	80%	0%	80%	80%	Achieved	N/A	N/A	Extract of MANCO indicating receipt of report on %Compliance to Checklist
GGPP 1.8.2				OMM 80	Number of By Laws developed	N/A	N/A	3	0	2	3	Achieved	N/A	N/A	Extract of Council adopting By Law
GGPP 1.8.3				OMM 81	Number of Legislative Awareness Workshops held	N/A	N/A	2	0	2	2	Achieved	N/A	N/A	Attendance Register Workshop Agenda
GGPP 1.8.4				OMM 82	Percentage Compliance to Litigation Risk Reduction Action Plan	N/A	N/A	95%	0%	95%	95%	Achieved	N/A	N/A	Extract of MANCO indicating receipt of report on %Compliance to Action Plan
GGPP 1.8.5				OMM 83	Number of Standard Contracts Developed for Goods & Services	N/A	N/A	3	0	3	3	Achieved	N/A	N/A	Extract of MANCO indicating adoption of 1 Standard Contract
GGPP 1.10.1				OMM 85	Number of Batho Pele workshops conducted	N/A	N/A	N/A	N/A	8	8	Achieved	N/A	N/A	Report to MANCO and Attendance register
GGPP 1.11.1				OMM 86	Percentage Call handled within 4 minutes	N/A	N/A	N/A	N/A	80%	80%	Achieved	N/A	N/A	System generated report
GGPP 1.12.1				OMM 120	Number of Mayors' Fora coordinated	3	5	4	0	4	4	Achieved	N/A	N/A	Meeting agendas
GGPP 1.12.2				OMM 121	Number of Speakers' Fora coordinated	3	4	4	0	4	4	Achieved	N/A	N/A	Meeting agendas
GGPP 1.12.3				OMM 122	Number of MMs Fora coordinated	4	4	4	0	4	4	Achieved	N/A	N/A	Meeting agendas
GGPP 1.12.4				OMM 123	Number of District Development Fora coordinated	4	4	4	0	4	4	Achieved	N/A	N/A	Meeting agendas
GGPP 1.12.5				OMM 124	Number of IDP Rep Fora coordinated	3	3	4	0	4	4	Achieved	N/A	N/A	Meeting agendas
GGPP 1.12.5				OMM 95	Number of District Public Participation fora held	10	10	3	1	4	3	Achieved	N/A	N/A	attendance register and report

GGPP 1.13.1				OMM 133	Percentage Back to basics functional categorization score achieved	N/A	N/A	75-100%		75	75 – 100%	Achieved	N/A	N/A	Audited Report by CoGTA
GGPP 2.1.1				OMM 87	Number of Ward Committees secretaries meeting	N/A	N/A	4	0	4	4	Achieved	N/A	N/A	attendance register, minutes and resolution of meeting
GGPP 2.1.2				OMM 88	Date District public participation program Approved by MANCO	N/A	N/A	1	0	1	1	Achieved	N/A	N/A	Report and attendance registers
GGPP 2.1.3				OMM 89	Number of Mayoral Imbizo conducted	12	15	18	0	18	18	Achieved	N/A	N/A	Report and attendance registers
GGPP 2.1.4				OMM 90	Number of IDP/Budget roadshow conducted	12	18	18	0	18	18	Achieved	N/A	N/A	Report and attendance registers
GGPP 2.1.5				OMM 91	Number of Capacity Building and skills development for Ward Committees workshops conducted	N/A	N/A	4	0	4	4	Achieved	N/A	N/A	attendance register and report
GGPP 2.1.6				OMM 92	Date Freedom Day Commemorated	N/A	N/A	N/A	N/A	30-Apr-18	0	Not Achieved	insufficient funds	Budget will be made available during the 2018/2019 financial year	report and attendance register
GGPP 2.1.7				OMM 93	Number of Consolidated Local Municipalities' Public Participation Reports	N/A	N/A	4	0	4	4	Achieved	N/A	N/A	MANCO Resolution
GGPP 2.1.9				OMM 96	Number of Learning Visit - Delegation of Speakers	N/A	N/A	3	0	3	3	Achieved	N/A	N/A	Report and Register
GGPP 2.2.1				OMM 97	Date Communication Strategy is reviewed and adopted	31-Dec-16	31-Dec-16	N/A	N/A	30-Sep-17	15-Aug-17	Achieved	N/A	N/A	Strategy and Council Resolution adopting strategy
GGPP 2.2.2				OMM 98	Number of Radio Slots conducted by the Mayor	4	7	12	0	12	12	Achieved	N/A	N/A	Script and Confirmation letter from Radio station
GGPP 2.2.3				OMM 99	Number of Internal Newsletters published	4	4	4	0	4	4	Achieved	N/A	N/A	Copy of newsletter

GGPP 2.2.4				OMM 100	Number of external newsletters published	2	2	2	0	2	2	Achieved	N/A	N/A	Copy of newsletter
GGPP 2.2.5				OMM 101	Number of Events Album developed	N/A	N/A	2	0	2	2	Achieved	N/A	N/A	Events album
GGPP 2.2.6				OMM 102	Number of Corporate folders designed and printed	N/A	N/A	100	0	100	100	Achieved	N/A	N/A	Corporate folder printout
GGPP 2.2.7				OMM 103	Number of Calendars designed and printed	N/A	N/A	5000	0	5000	5000	Achieved	N/A	N/A	Calendar printout
GGPP 2.2.8				OMM 104	Number of diaries designed and printed	N/A	N/A	200	0	200	200	Achieved	N/A	N/A	Diary
GGPP 2.2.9				OMM 105	Number of Press releases published	30	33	33	0	32	33	Achieved	N/A	N/A	copy of published article
GGPP 2.4.1				OMM 107	Report on cases attended	N/A	N/A	2	2	4	2	Not achieved	Cases received took longer to resolve.		Report discussed and Noted by Portfolio Committee/MANCO
GGPP 2.5.1				OMM 108	Report on Stakeholder engagement	N/A	N/A	1	1	2	1	Not achieved	Only able to hold one stakeholder engagement		Attendance registers and programme
GGPP 1.2.1				WS 42	Percentage of applicable council resolutions implemented	N/A	N/A	96%	4%	100%	96%	Not achieved	1) Filling of system migrated vacancies still in progress - to be filled after organogram review. 2) Projects handover still in progress	1) Finalise organogram review by 31 July 2018. 2) Liaise with Mayor's office for a date for projects handover by 31 July 2018	Compliance Report
GGPP 1.3.1				WS 36	Percentage of Audit findings resolved	100%	100%	N/A	N/A	80%	50%	Achieved	Indequate OPEX and CAPEX for maintenance of infrastructure	A financial turnaround strategy has been developed for implementation and includes maintenance costs.	Audit Committee Minutes noting Management corrective Action Plan

GGPP 1.5.1				WS 52	Percentage of risks mitigation recommendations implemented.	N/A	N/A	N/A	N/A	70%	33%	Not Achieved	Amongst others were the PMU policy which was not in place, sometimes treatments were running of chemicals.	Policy has since been approved by the PRC and awaits approval by Council by December 2018. A chemical delivery schedule has since been developed and is adhered to. A 2018/19 risk management plan has been developed to address all outstanding issues.	Progress Report noted by Risk Committee
GGPP 1.8.1				WS 53	Percentage compliance achieved as per the compliance check list of the Municipality.	N/A	N/A	N/A	N/A	60%	25%	Not Achieved	There were challenges with the departmental filing system to retrieve the information as and when requested.	A proper filing system has since been developed and all the information has since been uploaded into a shared drive.	Compliance Checklist Report MANCO Resolution
GGPP 2.1.1				WS 13	Number of water forum meetings held	12%	100%	N/A	N/A	6	16	Achieved	N/A	N/A	Agenda and attendance registers
GGPP 1.3.1				TREA 76	Percentage of Audit findings resolved	100%	100%	20%	60%	80%	20%	Not Achieved	The process is ongoing	Findings are envisaged to be 100% resolved by 30 Dec 2018	Audit Committee Minutes noting Management corrective Action Plan
GGPP 1.5.1				TREA 77	Percentage of risks mitigation recommendations implemented.	N/A	N/A	50%	20%	70%	50%	Not Achieved	Section 71 reports are late due to the challenges relating to the new financial system	The service provider is on site to improve the quality of financial reporting	Progress Report noted by Risk Committee
GGPP 1.8.1				TREA 79	Percentage compliance achieved as per the compliance check list of the Municipality.	N/A	N/A	N/A	N/A	60%	0%	Not Achieved	Record keeping has been a challenge	In the new year records will be kept on the shared drive for immediate access.	Compliance Checklist Report MANCO Resolution
GGPP 1.12.1				TREA 80	Number of IGR Structures functional	N/A	N/A	1	1	2	2	Achieved	N/A	N/A	Agenda and Attendance Register
GGPP 1.2.1				IED 64	Percentage of applicable council	N/A	N/A	100%	0	100%	100%	Achieved	N/A	N/A	Compliance Report

					resolutions implemented										
GGPP 2.1.1				IED 36	Number of International Environmental calendar days celebrated	4	5	4	0	4	7 in total 3 Q1 - Arbour day, World Environmental Health Day and Nelson Mandela Day were celebrated 2 - coastal clean-up, weed buster; 1 public campaign; "2- Water week; 1- Wetlands day celebrated"; 1 Biodiversity day with Take a girl child to work	Achieved	N/A	N/A	E-mail correspondences; Attendance register
GGPP 2.1.2				IED 52	Number of Air Quality Multi Stakeholder Workshops			2	0	2	1 forum in Q2 in Dec 2017; 1 Air Quality multi-stakeholder workshop - 27 June 2018	Achieved	N/A	N/A	Agenda; Attendance registers and Minutes of the workshops
GGPP 2.1.4				IED 53	Number of Coastal Management Multi-stakeholder workshops	N/A	N/A	4	0	4	UCMC workshop conducted in September 2017; Nov 2017 Feb 2018; May 2018	Achieved	N/A	N/A	Agenda; Attendance registers and Minutes of the workshops
GGPP 1.1.1				CS 95	Number of Council and its committee meetings co-ordinated.	N/A	N/A	10	0	10	10	Achieved	N/A	N/A	Agenda Emails
GGPP 1.2.1				CS 117	Percentage of APPLICABLE council	N/A	N/A	100%	0	100%	100%	Achieved	N/A	N/A	Compliance Report

					resolutions implemented										
GGPP 1.2.2				CS 96	Frequency of analysed reports on the implementation of Exco and Council Resolutions for all Departments	N/A	N/A	4	0	Quarterly	Quarterly	Achieved	N/A	N/A	Report on the Analysis of the Exco and Council Resolution implementation to MANCO/Extended Extract of Minutes of MANCO/Extended
GGPP 1.3.1				CS 97	Percentage of Audit findings resolved	N/A	N/A	60%	20%	80%	60%	Not Achieved	Delayed tender process due to legal processes	Legal matter to be concluded by 30 Dec 2018	Audit Committee Minutes noting Management corrective Action Plan
GGPP 1.5.1				CS 121	Percentage of risks mitigation recommendations implemented.	N/A	N/A	70%	0	70%	70%	Achieved	N/A	N/A	Progress Report noted by Risk Committee
GGPP 1.8.1				CS 122	Percentage compliance achieved as per the compliance check list of the Municipality.	N/A	N/A	60%	0	60%	60%	Achieved	N/A	N/A	Compliance Checklist Report MANCO Resolution
GGPP 1.12.1				CS 123	Number of IGR Structures functional	N/A	N/A	2	0	2	2	Achieved	N/A	N/A	Agenda and Attendance Register
GGPP 2.2.				CS 98	Number of Disaster Management and Fire Services Newsletters compiled	N/A	N/A	4	0	4	4	ACHIEVED	N/A	N/A	Newsletter
				MUNICIPAL FINANCE VIABILITY MANAGEMENT											
MFVM 2.2.1				WS 23	Percentage expenditure on MIG capital budget per transferred amount	100%	100%	100	0	100%	100%	Achieved	N/A	N/A	Certificate of expenditure from COGTA
MFVM 2.2.2				WS 24	Percentage expenditure on WSIG capital budget per	N/A	N/A	100	0	100%	100%	Achieved	N/A	N/A	Certificate of expenditure from UGU Treasury Department
MFVM 1.3.1				WS 7	Number of meters replaced	N/A	N/A	1261	0	1100	1261	Achieved	N/A	N/A	Meter register
MFVM 1.1.1				TREA 81	Number of Milestones achieved on the revenue enhancement plan	N/A	N/A	0	1	1	0	Not Achieved	Introduction of MSCOA and the system migration process prioritisation	The Revenue Enhancement Plan will be implemented in 2018/2019	Report to MANCO
MFVM 1.2.1				TREA 47	Percentage reduction of debtors in excess of 90 days.	20%	0%	N/A	N/A	20%	21%	Not Achieved	Inaccurate data in the billing module	Reconciliation exercise in progress - will be finalised by 15 July 2018	Debtors reconciliation

MFVM 1.3.1				TREA 48	Percentage of Urban accounts billed with actual meter readings	85%	78%	73.76%	11.24%	85%	73.76%	Not achieved	Meter readers were interrupted by public - Areas did not have water	Ugu strike is over and working conditions are back to normal	Readings report
MFVM 1.3.2				TREA 49	Percentage of Rural accounts billed with actual meter readings	10%	15%	N/A	N/A	10%	17.53%	Achieved	Rural customers did not always get the water due to drought. Zonal meters are being used, which do not tie to a household.	Although meters are billed, there are still issues with rural meters and the services of a service provider will be used and rather deal with queries that may arise.	Readings report
MFVM 1.4.1				TREA 10	Percentage Improved Debt coverage ratio	N/A	N/A	N/A	N/A	45%	15%	Not achieved	Old debt remains high	Financial Turnaround Strategy including Debt reduction strategy will be implemented	Readings report
MFVM 2.1.1				TREA 8	Number of months Improve Cost coverage ratio	N/A	N/A	N/A	N/A	3 months	0 months	Not Achieved	Final TB not yet finalised at end of year	TB work-in progress, to be finalised by 31 July 2018	TB Extract and calculations
MFVM 2.1.2				TREA 13	Number of updated loans on Investment Registers	N/A	N/A	4	0	4	4	Achieved	N/A	N/A	Copy of register signed as proof of review
MFVM 2.2.1				TREA 82	Percentage of Municipal Infrastructure grants actually spent	N/A	N/A	N/A	N/A	100%	100%	Achieved	N/A	N/A	Grants Schedule
MFVM 2.2.2				TREA 55	Percentage Reduction of Unspent Conditional Grants withheld	N/A	N/A	N/A	N/A	0%	0%	Achieved	N/A	N/A	DORA payment schedule
MFVM 2.3.1				TREA 45	Percentage of OPEX actually spent against budget	N/A	N/A	85.17%	9.83%	95%	85.17%	Not achieved	Year end creditors accruals not yet finalised	After all the creditors invoices have been processed, this KPI will be achieved by 30 Mar 2019	S71 reports and calculations
MFVM 2.3.3				TREA 51	Frequency of Employee	N/A	N/A	N/A	N/A	Monthly	12 monthly payments	Achieved	N/A	N/A	Proof of payment and Reconciliation

					deductions payments										
MFVM 2.3.4				TREA 52	Frequency of payment of Salaries	N/A	N/A	N/A	N/A	Monthly	12 monthly payments	Achieved	N/A	N/A	Proof of transfer of salaries and Salaries Reconciliation
MFVM 2.3.5				TREA 12	Percentage Capital Costs to Operating Expenditure	N/A	N/A	N/A	N/A	06-8%	2.13%	Achieved	N/A	N/A	TB Extract and calculations
MFVM 2.4.1				TREA 44	Percentage of CAPEX actually spent against budget	N/A	N/A	87.06%	2.94%	90%	87.06%	Not Achieved	Over commitments on capital commitments, especially MIG funded projects	To consider cancelling projects that are currently on planning stage	Sec 71 Report and Calculations
MFVM 2.4.2				TREA 17	Date Procurement Plan approved	01-Jul-16	01-Jul-16	N/A	N/A	01-Jul-17	28-Jun-17	Achieved	N/A	N/A	Resolution for Adoption, Manco/ Extended Manco
MFVM 2.5.1				TREA 26	Controlled Fruitless and Wasteful Expenditure as a percentage of Total Actual Expenditure	0.50%	0.02%	N/A	N/A	5%	0.00%	Achieved	N/A	N/A	Register of Fruitless and Wasteful Expenditure and Calculations
MFVM 2.6.1				TREA 58	Percentage of capital budget spent on capital infrastructure assets	N/A	N/A	N/A	N/A	80%	94.53%	Achieved	N/A	N/A	Trial Balance and calculations
MFVM 2.7.1				TREA 50	Turn Around Time Creditors Payment : Creditors paid in time	30 calendar days	30 calendar days	N/A	N/A	30 calendar days	90 calendar days	Not Achieved	Over commitment on some projects without funding	Non-funded projects will not be implemented	Creditors age analysis
MFVM 2.8.1				TREA 59	Average turnaround in time and days taken to finalise a tender	N/A	N/A	N/A	N/A	90 days	0 days	Not Achieved	No tenders were awarded in the 4th quarter.	There were no adverts in Q4 that were ready for advertising	Tender Tracking Register
MFVM 2.8.2				TREA 18	Turnaround time for BSC to Advert	14 days	13 days	N/A	N/A	14 days	0 days	Not Achieved	No tenders were advertised in the 4th quarter.	There were no adverts in Q4 that were ready for advertising	Tender Tracking Register
MFVM 2.8.3				TREA 19	Turnaround time from advert to the Tender closing	30 days	22 days	N/A	N/A	30 days	0 Days	Not Achieved	No tenders were awarded in the 4th quarter.	BAC to sit as per the roster of Bid Committees	Tender Tracking Register

MFVM 2.8.4			TREA 20	Turnaround time from the closing of Tender to the awarding of contract	90 calendar days	90 Days	N/A	N/A	90 calendar days	0 Days	Not Achieved	BAC did not sit in Q4	BAC to sit as per the roster of Bid Committees	Tender Tracking Register
MFVM 2.8.5			TREA 21	Frequency of Contract register updates	Monthly	12 Monthly	12	0	12	12 updates	Achieved	N/A	N/A	Contract register
MFVM 2.9.1			TREA 14	Irregular expenditure as a percentage of total actual expenditure	1.5%	0%			1.5%	7%	Not Achieved	Non compliance with Reg.22 of the Municipal Supply Chain Management Regulations.	All long term tenders that were advertised for less than 30 days that were still at evaluation stage were cancelled and were re-advertised	Register of irregular expenditure
MFVM 3.1.1			TREA 60	Percentage allocated to free basic services	N/A	N/A	79.58%	N/A	60%	79.58%	Achieved	N/A	N/A	General Ledger and calculations
MFVM 3.2.1			TREA 61	Percentage of repairs and maintenance budget actually spent	N/A	N/A	55.69%	N/A	7%	55.69%	Achieved	N/A	N/A	Trial Balance and calculations
MFVM 3.3.1			TREA 22	Number of Annual Financial Statement compiled	2	2	2	0	2	2	Achieved	N/A	N/A	Audit Committee resolution
MFVM 3.3.2			TREA 23	Date Annual Financial Statements submitted to Auditor General	31-Aug-16	31-Aug-16	N/A	N/A	31-Aug-17	31-Aug-17	Achieved	N/A	N/A	Letter of confirmation from the AG
MFVM 3.3.3			TREA 24	Date Consolidated Annual Financial Statements submitted to the Auditor General	30-Sep-16	30-Sep-16	N/A	N/A	30-Sep-17	29-Sep-17	Achieved	N/A	N/A	Letter of confirmation from the AG
MFVM 3.3.4			TREA 25	Number of Quarterly Financial Statements compiled	2	2	1	0	1	1	Achieved	N/A	N/A	Copy of completed Interim AFS
MFVM 3.3.5			TREA 27	Date Budget Process Plan approved	31-Aug-16	01-Sep-16	N/A	N/A	31-Aug-17	31-Aug-17	Achieved	N/A	N/A	Council resolution
MFVM 3.3.6			TREA 28	Date Annual Budget adopted by Council	31-May-17	25-May-17	N/A	N/A	31-May-18	24-May-18	Achieved	N/A	N/A	Council Resolution
MFVM 3.3.7			TREA 29	Date Adjustment Budget adopted by Council	28-Feb-17	23-Feb-17	N/A	N/A	28-Feb-18	22-Feb-18	Achieved	N/A	N/A	Council Resolution

MFVM 3.3.8				TREA 42	Number Monthly in-year reports produced	12	12	12	0	12	12	Achieved	N/A	N/A	Letters of submission to National and Provincial Treasury
MFVM 3.3.9				TREA 43	S72 quarterly reports produced	4	4	4	0	4	4	Achieved	N/A	N/A	Letters of submission to National and Provincial Treasury
MFVM 3.4.1				TREA 62	Percentage of support calls resolved within a month	N/A	N/A	100%	0	80%	100%	Achieved	N/A	N/A	ICT Help Desk Statistics Reports
MFVM 3.5.1				TREA 7	Improved Liquidity Ratio	1.5:1	3.09:1	N/A	N/A	1.5:1	1.32:1	Not Achieved	Over commitments of bank and cash balances	Implementation of cost-cutting measures	TB Extract and calculations
MFVM 3.5.2				TREA 9	Percentage Cash Backed Reserves	N/A	N/A	0%	100%	100%	0%	Not Achieved	Final TB not yet finalised	TB work-in progress, to be finalised by 31 July 2018	TB Extract and calculations
MFVM 3.5.3				TREA 11	Number meeting with the bankers	2	2	4	0	4	4	Achieved	N/A	N/A	Attendance register and minutes
MFVM 5.1.1				TREA 1	Number of Movable Asset Verifications conducted	4	4	2	2	4	2	Not Achieved	Inadequate capacity within the department.	Service provider have been appointed to assist.	Updated Asset register and appendices & Asset Verification Plan
MFVM 5.1.2				TREA 2	Date Immovable Asset Verification conducted	30-Jun-17	30-Jun-17	N/A	N/A	30-Jun-18	on-going	Not Achieved	Service provider was appointed late to do the verifications	Service provider has been appointed to do the verifications	Updated Asset register and appendices
MFVM 5.1.3				TREA 15	Number of Stock takes done	2	2	3	0	3	3 stock take	Achieved	N/A	N/A	Stock take report
MFVM 5.2.1				TREA 3	Number of Updated Asset Registers	12	12	6	6	12	6	Not Achieved	Inadequate capacity within the department.	Service provider have been appointed to assist.	Asset register Appendix
MFVM 5.3.1				TREA 4	Number of Disposal of assets by public auction	2	0	1	1	2	1	Not Achieved	Unrealistic target was set	To revise the target in 2018/2019	Letter of award, Council Resolution, Advert and Auctioneers Report
MFVM 5.4.1				TREA 5	Percentage insurance cover for municipal insurable assets	N/A	N/A	100%	0	100%	100%	Achieved	N/A	N/A	Insurance Policy Document
MFVM 5.4.2				TREA 6	Turn-around time of lodging the insurance claim	30 calendar days	30 calendar days	N/A	N/A	30 calendar days	36 calendar days	Achieved	N/A	N/A	Insurance claims register
MFVM 5.6.1				TREA 63	Number of Assets Indaba created	N/A	N/A	N/A	N/A	20-Jan-18	20-Jan-18	Achieved	N/A	N/A	Agenda Attendance Register
				CROSS CUTTING INTERVENTION											

CCI 4.1.1			OMM 134	Percentage 2017 - 2022 IDP credibility rating by COGTA	N/A	N/A	N/A	N/A	68%	64%	Not Achieved	The LED strategy approval was not done timeously, affecting the score	The strategy was since approved.	MEC Letter
CCI 4.2.1			OMM 109	Date 2018 / 2019 IDP Framework & Process Plan adopted by Council	N/A	N/A	N/A	N/A	31-Aug-17	24-Aug-17	Achieved	N/A	N/A	Council Resolution
CCI 4.2.2			OMM 110	Date Action Plan to Address MEC Comments considered by MANCO	N/A	N/A	N/A	N/A	31-Oct-17	Oct-18	Achieved	N/A	N/A	MANCO Resolution
CCI 4.2.5			OMM 113	Date Municipal Alignment sessions under the auspices of COGTA held	N/A	N/A	N/A	N/A	30-Dec-17	06-Nov-17	Achieved	N/A	N/A	Attendance Registers
CCI 4.2.6			OMM 114	Date 2018 / 2019 Draft IDP Review adopted by Council	N/A	N/A	N/A	N/A	31-Mar-18	29-Mar-18	Achieved	N/A	N/A	Council Resolution
CCI 4.2.7			OMM 113	Date 2018 / 2019 Draft IDP Review submitted to CoGTA for assessment	N/A	N/A	N/A	N/A	31-Mar-18	29-Mar-18	Achieved	N/A	N/A	Acknowledgement letter from CoGTA
CCI 4.2.8			OMM 116	Date 2018 / 2019 Draft IDP Advertised for public comments	N/A	N/A	N/A	N/A	30-Apr-18	05-Apr-18	Achieved	N/A	N/A	Copy of Newspaper Advert
CCI 4.2.9			OMM 117	Date final 2018 / 2019 IDP Review adopted by Council	N/A	N/A	N/A	N/A	30-Jun-18	24-May-18	Achieved	N/A	N/A	Council Resolution
CCI 4.2.10			OMM 119	Number of Copies of 2017 / 2018 - 2021 / 2022 5 year IDP printed	N/A	N/A	N/A	N/A	200	200	Achieved	N/A	N/A	Copy of printed IDP
CCI 4.3.1			OMM 118	Date 2017 / 2018 - 2021 / 2022 5 year SDF adopted by Council	N/A	N/A	N/A	N/A	30-Jun-18	0	Not Achieved	Councillor training need prior to adoption	More funding to be sort in the 2018/2019 financial year	Council Resolution
CCI 4.4.1			OMM 135	Date Municipal Key Points Project Completed	N/A	N/A	N/A	N/A	28-Feb-18	28-Feb-18	Achieved	N/A	N/A	Data Spreadsheet and Report
CCI 4.4.2			OMM 136	Percentage Geographic Information System requests addressed	N/A	N/A	N/A	N/A	100%	100%	Achieved	N/A	N/A	Request Register

CCI 2.1.1			IED 18	Number of Food Handlers /Event Caterers Awareness sessions held	40	55	63	0	48	63	achieved	N/A	N/A	Agenda/attendance register
CCI 2.1.2			IED 19	Number of Communicable Disease Sessions Held	300	365	641	0	600	641	achieved	N/A	N/A	Health & hygiene evaluation report
CCI 2.1.3			IED 20	Number of Chemical Safety Sessions held	120	137	250	0	180	250	achieved	N/A	N/A	Health & hygiene evaluation report
CCI 2.1.4			IED 21	Number of PHAST Sessions Held	60	94	150	0	120	150	achieved	N/A	N/A	Health & hygiene evaluation report
CCI 2.1.5			IED 22	Number of Water & Sanitation sessions held	300	369	625	0	600	625	achieved	N/A	N/A	Health & hygiene evaluation report
CCI 2.1.6			IED 23	Percentage of Paupers Buried	100%	100%	100%		100%	100%	achieved	N/A	N/A	Invoice if requests received for Pauper burial
CCI 2.1.7			IED 37	Number of Eco-/Green office initiatives (internal education) implemented	2	4	N/A	N/A	3	1 waste recycling pre-training meeting; 1 education and awareness on recycling and energy for registry and LED	ACHIEVED	N/A	N/A	Training material; Attendance Register; Annual report on 4th quarter
CCI 2.1.8			IED 38	Number of Schools enrolled for School Environmental Education Programme for 2018 Calendar Year	20	20	N/A	N/A	75	72 schools participated, 44 completed;	Not Achieved	We were unable to get all 75 schools to participate as this is voluntary	To complete the remaining 28 during the FY 18/19 to complete	List of schools participating; annual report in 4th quarter; attendance register; Correspondences
CCI 2.1.9			IED 65	Date School Environmental Education Programme Awards for 2017 Calendar Year held	N/A	N/A	N/A	N/A	31-Mar-18	28 February 2018 Awards held, reported to Portfolio Comm.	ACHIEVED	N/A	N/A	Attendance Register Programme Close Out Report
CCI 2.2.2			IED 46	Number of Waste Water Treatment Works audited for environmental compliance	N/A	N/A	N/A	N/A	2	Shelly Beach; Uvongo; Gamalakhe 3 - Munster ponds, Melville, Murchison	ACHIEVED	none	N/A	Environmental Audit report

CCI 2.3.2				IED 45	Number of Ugu Water and Sanitation Projects Assessed for Environmental Compliance	N/A	N/A	16	0	16	16 cases on non-compliance	ACHIEVED	Portfolio Comm not sitting in June 2018, therefore no resolution to the report	Portfolio committee to sit in July 2018	Quarterly Compliance Reports to the Portfolio Committee
CCI 2.3.3				IED 47	Number of Environmental Management Programme workshops held at Waste Water Treatment Works	N/A	N/A	N/A	N/A	2	3 workshops in Q2; 1 workshops for 4 stations in 1 day - Margate, Ramsgate, Gamalakhe, Hibberdene	ACHIEVED	n/a	n/a	Training material; Attendance Register; Annual report on 4th quarter
CCI 2.3.4				IED 48	Environmental Management Framework (EMF) adopted	N/A	N/A	N/A	N/A	30-Jun-18	Final Draft EMF; Public Participation workshops; EMF adopted by Manco	ACHIEVED	Portfolio Comm not sitting in June 2018	Portfolio committee to sit in July 2018	Final EMF; Council Resolution
CCI 2.3.5				IED 50	Number of f Atmospheric Emissions Licences monitored (Maintained) per quarter	10	10	10	0	9	10 AELS monitored	ACHIEVED	N/A	N/A	Correspondences with AEL holders
CCI 3.1.1				IED 24	Number of food samples /swabbing for microbial detection taken	100	114	204	0	100	204	achieved	N/A	N/A	sampling reports
CCI 3.1.2				IED 26	Number of Inspections conducted on food establishments	N/A	N/A	1096	0	1000	1096	achieved	N/A	N/A	inspections reports
CCI 3.1.3				IED 27	Number Inspections conducted of non-food establishments	N/A	N/A	375	0	324	375	achieved	N/A	N/A	inspection reports
CCI 3.1.4				IED 25	Percentage of Building Plans scrutinized	100%	100%	100%		100%	100%	achieved	N/A	N/A	comments sheets with approved EH stamp
CCI 3.2.1				IED 28	Percentage Communicable Disease Control	100%	100%	100%		100%	100%	achieved	N/A	N/A	Notifications/ reports
CCI 3.2.2				IED 29	Number of Waste Water Treatment plants inspected	268	275	242	0	228	242	achieved	N/A	N/A	inspection reports
CCI 3.2.3				IED 30	Percentage of effluent discharge investigated.	100%	100%			0	100%	achieved	N/A	N/A	Inspection reports
CCI 3.3.1				IED 31	Number of River Water Samples	400	493	731	0	420	731	achieved	N/A	N/A	laboratory reports

					taken, and analysed										
CCI 3.3.2				IED 32	Number of WWTW / final effluent Water Samples taken, and analysed	228	300	252	0	216	252	achieved	N/A	N/A	laboratory reports
CCI 3.3.3				IED 33	Number of Standpipe Water Samples taken, and analysed	240	297	352	0	260	352	achieved	N/A	N/A	laboratory reports
CCI 3.3.4				IED 34	Number of Borehole Water Samples taken, and analysed	100	136	190	0	120	190	achieved	N/A	N/A	laboratory reports
CCI 3.3.5				IED 35	Number of Water tankers / water tanks / Jojo tanks Samples taken, and analysed to check for contamination	190	270	440	0	240	440	achieved	N/A	N/A	laboratory reports
CCI 1.1.1				CS 99	Number of co-ordinated disaster management plans Implemented	N/A	N/A	1	0	1	1	ACHIEVED	N/A	N/A	Plans - Report to the Port Folio Committee MANCO / Ext Manco Minutes
CCI 1.1.2				CS 100	Number of Forums for Disaster Risk Management DDMAF co-ordinated	4	4	4	0	4	4	ACHIEVED	N/A	N/A	Agenda Minutes Attendance Register
CCI 1.1.3				CS 101	Number of Forums for Disaster Risk Management District Practitioners co-ordinated	6	6	4	0	4	4	ACHIEVED	N/A	N/A	Agenda Minutes Attendance Register
CCI 1.1.4				CS 102	Number of Ward Based Structures / Committee meetings co-ordinated	16	16	9	0	8	9	ACHIEVED	N/A	N/A	Agenda Minutes Attendance Register
CCI 1.2.1				CS 103	Number of Disaster Risk Assessments Conducted.	4	4	4	0	4	4	ACHIEVED	N/A	N/A	Report Minutes of DMAF
CCI 1.2.2				CS 104	Number of Risk Maps completed	4	4	4	0	4	4	ACHIEVED	N/A	N/A	Reviewed Maps signed by GMCS
CCI 1.3.2				CS 106	Number of Seasonal (Winter & Summer) Preparedness Plans done	8	8	2	0	2	2	ACHIEVED	N/A	N/A	Seasonal Plan Minutes of DMAF

CCI 1.3.3				CS 107	Number of Event Safety Management Plans prepared	8	8	15	0	8	15	ACHIEVED	N/A	N/A	Safety Plans Minutes DMAF
CCI 1.3.4				CS 108	Number of Community Awareness programmes facilitated; (a)Fire Safety (b)Disaster Management	24	24	12	0	12	12	ACHIEVED	N/A	N/A	Attendance register Programme
CCI 1.4.1				CS 109	Turnaround time to respond to reported disasters / Incidents	24 hours	24 Hours	N/A	N/A	24 HOURS	24 HOURS	ACHIEVED	N/A	N/A	Systems report Assessment Forms
CCI 1.4.2				CS 110	% spent on Emergency Relief Stock	60	60%	100%	0	100%	100%	ACHIEVED	N/A	N/A	Acknowledgement of Receipt by LM's
CCI 1.4.3				CS 111	Number of Monthly Incident Statistics reports	N/A	N/A	10	0	10	10	ACHIEVED	N/A	N/A	Report to the Port Folio Committee Minutes
CCI 1.4.4				CS 112	Number of Post Disaster Committee Meetings co-ordinated	N/A	N/A	4	0	4	4	ACHIEVED	N/A	N/A	Agenda Attendance Register Minutes
CCI 1.5.1				CS 113	Number of District Fire Services Forum meetings co-ordinated	N/A	N/A	4	0	4	4	ACHIEVED	N/A	N/A	Agenda Attendance Register Minutes
CCI 1.5.2				CS 114	Number of fire safety inspections completed in buildings; • Fire Hydrants • Fire Extinguishers • Fire Hose / Signage	N/A	N/A	32	0	32	32	ACHIEVED	N/A	N/A	Report to the DMAF Minutes
CCI 1.5.3				CS 115	% Allocation of Grant Support to LM's	N/A	N/A	100%	0	100%	100%	Achieved	N/A	N/A	Progress report to the CS Extended Management Committee Minutes

[illegible]

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Employees					
Description	2016/2017	2017/2018			
	Employees	Approved Posts	Employees	Vacancies	Vacancies
	No.	No.	No.	No.	%
CORPORATE SERVICES	81	91	90	1	0.98
IED	32	31	30	1	0,96
OFFICE OF MUNICIPAL MANAGER	74	76	76	0	0
TREASURY	101	95	94	1	0
WATER SERVICES	614	617	612	5	5,04
Totals	902	920	902		6,98
Headings follow the order of services as set out in chapter 3. Service totals should equate to those included in the Chapter 3 employee schedules. Employee and Approved Posts numbers are as at 30 June, as per the approved organogram.					

T 4.1.1

Vacancy Rate:2017/2018			
Designations	*Total Approved Posts	*Vacancies (Total time that vacancies exist using fulltime equivalents)	*Vacancies (as a proportion of total posts in each category)
	No.	No.	%
Municipal Manager	01	00	00
CFO	01	00	00
Other S57 Managers (excluding Finance Posts)	02	0.25	12,5
Other S57 Managers (Finance posts)	01	00	00

Senior management: Levels 2-3 (excluding Finance Posts)	34	00	03
Senior management: Levels 2-3 (Finance posts)	07	01	13.42
Highly skilled supervision: levels 4-6 (excluding Finance posts)	112	00	00
Highly skilled supervision: levels 4-6 (Finance posts)	23	00	00
Total	181	2.21	28.92
<i>Note: *For posts which are established and funded in the approved budget or adjustments budget (where changes in employee provision have been made). Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.</i>			

T 4.1.2

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

Every Manager in the Municipality must ensure Workforce management in their Sections. To guarantee sensible normalisation and uniformity in the management of the employees, staff policies, procedures and conditions of service are developed at central level and are then implemented by line management. The Minister of Cooperative Governance is responsible for promulgation and regulation of Conditions of service for Senior Management, and are further approved by Council. Conditions of staff below senior management level are negotiated at central level by the National and Provincial divisions of the South African Local Bargaining Council (SALGBC) and, where relevant, at a local level between management and the representative unions SAMWU and IMATU. A wide range of policies, procedures and directives are approved by relevant approval authorities after due consultation with stakeholders such as Council, Local Labour Forum and Management. These policies, procedures and directives are then circulated to all staff for implementation and compliance. Policies, procedures and directives are revised as the need arises.

4.2 POLICIES

HR Policies and Plans			
	Name of Policy	Completed / Reviewed	Date adopted by council or comment on failure to adopt
		%	
1	Recruitment and Selection Policy	100%	28 SEPTEMBER 2017
2	Acting and Acting Allowance Policy	100%	30 MAY 2013
3	Leave Regulations Policy	100%	28 SEPTEMBER 2017

HR Policies and Plans			
	Name of Policy	Completed / Reviewed	Date adopted by council or comment on failure to adopt
4	Car Allowance Policy	100%	29 OCTOBER 2015
5	Employment Equity Policy	100%	24 MARCH 2013
6	Bursary Policy	100%	27 FEBRUARY 2014
7	Internship Policy	100%	29 OCTOBER 2015
8	Disciplinary Procedure and Code	100%	26 OCTOBER 2017
9	In service training policy	100%	12 OCTOBER 2013
11	S & T Policy	100%	29 MAY 2014
12	Human Resource Policy and Procedures Manual: - Human Resources Framework - Organisational Design - Recruitment, Selection, Appointment, Promotion, Transfer, Secondment - Employment Remuneration - Allowances - Hours of work and attendance - Leave Management - Relocation Expenses for newly appointed staff - Occupational Health & Safety and Employment Wellness - Legal Aid to Employment - Conditions of permission to private work - Human Resource Development - Staff Retention, succession planning and Performance Management Labour Relations	100%	23 APRIL 2014
13	Human Resource Plan	100%	22 NOVEMBER 2016
14	Hours of Work Policy	100%	28 JUNE 2018

COMMENT ON WORKFORCE POLICY DEVELOPMENT:

The Municipality has adopted the Human Resources Plan that is aimed at ensuring that all the Human Resources Functions are well managed and that adherence to same is recognised by every employee in the Municipality. The Human Resources Policies and Procedures Manual that is in use, closes a major gap which exists in the organisation, where there are no clear procedures to follow.

4.3 INJURIES, SICKNESS AND SUSPENSIONS

INJURY ON DUTY AND SICK LEAVE

Although the number of employee injured was the same as the 2015/16 FY, there was a decrease of 20.94% in the number of sick leave days taken. This means that although the same number of employees were injured, the injuries that did occur in this financial year were less serious.

Number and Cost of Injuries on Duty				
Type of injury	Injury Leave Taken	Employees using injury leave	Average Injury Leave per employee	Total Estimated Cost
	Days	No.	Days	R'000
Required basic medical attention only	29	7	3.85	68 000
Temporary total disablement	123	31	3.96	0
Permanent disablement	0	0	0	0
Fatal	0	0	0	0
Total	152	38	7.81	68 000

Table 4.3.1

There was one (1) injury that exceeded 20 days; a Staff member injured his back and knee – injured Back and right knee (26 Days)

In 2015/16 FY were two (2) injuries that exceeded 20 days.

All municipal injured staff members are sent to local hospitals for treatment, the municipality does not have a dedicated Medical Practitioner.

How to Reduce the Workplace Injuries:

1. Communicate your health and safety policy to staff. Every business is required to have one, and if you employ more than five staff, it must be in writing and available for employees to read.
2. Assess the risks. All businesses are obliged to carry out a health and safety risk assessment. Consider all the potential hazards in your workplace? for example, are employees required to carry heavy items or work from height? Or is there any chance that customers could trip or hurt themselves on your premises? Keep a written record of your risk assessment and any steps you take to reduce the chance of accidents.
3. Deal with any hazards promptly. According to the HSE, slips and falls account for more than a third of all workplace accidents - mainly caused by preventable dangers like slippery floor surfaces, trailing

cables and poor lighting. Reducing risk is usually straightforward, so act quickly to mop up spillages, repair broken steps and encourage staff to report maintenance faults straightaway.

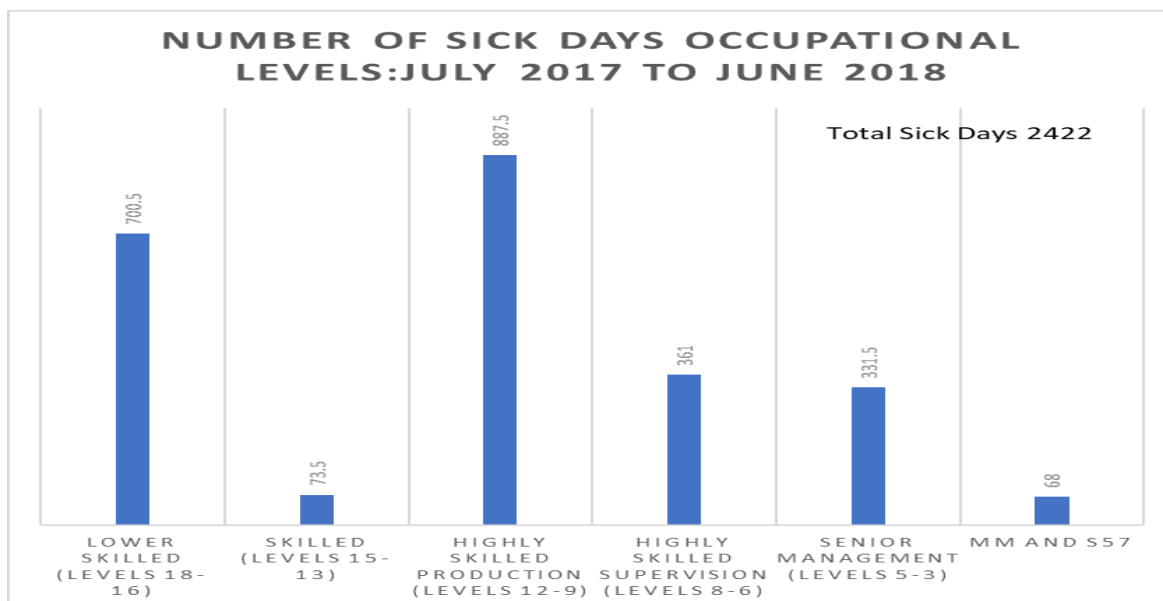
4. Invite feedback from staff on safety improvements. Create a safer workplace by consulting with staff on risk management, inviting feedback on safety issues and encouraging your team to flag up workplace hazards.
5. Display safety information clearly. Make sure you stay within the law by clearly displaying safety signs for staff and customers - for example, directions to emergency exits, warnings about moving industrial vehicles or providing information on the location of first-aid equipment.
6. Maintain comfort and cleanliness. Aside from providing basics such as clean working toilets, adequate lighting and drinking water, you must also provide appropriate tools. Try to provide the most ergonomic layout to reduce the chance of injuries such as repetitive strain injury (RSI). Buying cheap chairs and desks is a false economy if half your employees end up with back problems.
7. Provide first-aid supplies. The minimum businesses are required to provide is a suitably stocked first-aid box, a person appointed to take charge of first-aid management and information for staff on first-aid arrangements. Ideally, you should arrange emergency first-aid training for the appointed person in cardiopulmonary resuscitation (CPR) and helping someone who is unconscious or bleeding.
8. Meet fire safety standards. You are obliged to carry out regular fire safety risk assessments and maintain a fire management plan that identifies possible hazards. Typical workplace breaches can include blocking fire exits, propping open fire doors and failing to train staff in evacuation procedures.
9. Learn from any mistakes. If someone is injured, however slight, take steps to ensure it cannot happen again. The law insists you keep a record of all accidents or illnesses that happen to your employees during working hours.
10. Keep safety procedures updated. Don't forget to review your policies at least once a year or more often if you are expanding fast. Keep up to date with legislation - remember it's your job to stay within the law

Number of days and Cost of Sick Leave (excluding injuries on duty) 2017/2018						
Salary band	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees	
	Days	%	No.	No.	Days	R' 000
Lower skilled (Levels 18-16)	700.5	10%	272	304	2.30	188 728
Skilled (Levels 15-13)	73.5	7%	32	93	0.79	23 384
Highly skilled production (levels 12-9)	887.5	5%	232	325	2.73	554 434
Highly skilled supervision (levels 8-6)	361	3%	87	87	4.15	338 815
Senior management (Levels 5-3)	331.5	2%	83	80	4.14	433 039
MM and S57	68	0%	15	13	5.23	162 157
Total	2422		721	902		1 700 557

* - Number of employees in post at the beginning of the year

*Average is calculated by taking sick leave in column 2 divided by total employees in column

Table 4.3.2.5



COMMENT ON INJURY AND SICK LEAVE

The graph above depicts the number of sick leave days taken by employees across Occupation levels. As can be seen, a total number of 2422 sick leave days were recorded during the July 2017 to June 2018 Financial Year. The highest number of days taken was amongst the staff within the highly skilled Production Levels (Levels 9-12) at a total of 887.5 days. Lower skilled production employees those within Level 16-18 took 700.5 days, the rest of the days were spread amongst the other levels, number of days decreasing considerably as the levels progress towards Management, MM and S57 employees. Management Levels only recorded 331.5 sick leave days and MM and S57 a total of 68 days.

The abuse of sick leave in any organization, including the Ugu District Municipality, not only has financial implications, it also has a detrimental effect on the delivery of services. The keeping of adequate management information on trends regarding sick leave assists Managers to manage sick leave in an efficient and effective manner, and also to plan and organize work in their Sections.

Number and Period of Suspensions			
Position	Nature of Alleged Misconduct	Details of Disciplinary Action taken	Date Finalised
Practitioner	Negligence	Finalized, Written Warning	12 July 2017
Operator	Participation in an un-protected strike	Finalized, Not Guilty	12 July 2017
Driver	Damage to Municipal Vehicle	Finalized, Payment of Excess	02 Aug 2017
Driver	Damage to Municipal Vehicle	Finalized, Payment of Excess	07 Aug 2017
Driver	Damage to Municipal Vehicle	Finalized, Payment of Excess	10 Aug 2017
Driver	Damage to Municipal Vehicle	Finalized, Payment of Excess	10 Aug 2017
Driver	Damage to Municipal Vehicle	Finalized, Final Written Warning	14 Aug 2017
Driver	Damage to Municipal Vehicle	Finalized, Payment of Excess	16 Aug 2017
Driver	Damage to Municipal Vehicle	Finalized, Payment of Excess	22 Aug 2017
Driver	Damage to Municipal Vehicle	Finalized, Final Written Warning	24 Aug 2017

Number and Period of Suspensions			
Position	Nature of Alleged Misconduct	Details of Disciplinary Action taken	Date Finalised
Driver	Damage to Municipal Vehicle	Finalized, Payment of Excess	25 Aug 2017
Driver	Damage to Municipal Vehicle	Finalized, Payment of Excess	28 Aug 2017
Driver	Damage to Municipal Vehicle	Finalized, Payment of Excess	29 Aug 2017
Driver	Damage to Municipal Vehicle	Finalized, Payment of Excess	30 Aug 2017
Practitioner	Late-coming	Finalized, Written Warning	09 Nov 2017

Disciplinary Action Taken on Cases of Financial Misconduct			
Position	Nature of Alleged Misconduct and Rand value of any loss to the municipality	Disciplinary action taken	Date Finalised
Fleet Superintendent	Dishonesty	Yes, then demoted	01 Nov 2017
Fleet Co-ordinator	Dishonesty	Finalized, Dismissed	21 Nov 2017
Truck Driver	Dishonesty	Not Yet Finalized	N/A

COMMENT ON SUSPENSIONS AND CASES OF FINANCIAL MISCONDUCT:

The Municipality has set strict standards for disciplinary action to be taken in all cases of serious misconduct. Where such serious misconducts are identified, accused staff members are suspended on a precautionary basis. There were three cases that employees were suspended which were finalised within a three -month period during the 2017/2018 Financial Year.

4.4 PERFORMANCE REWARDS

PERFORMANCE REWARDS

Performance Rewards By Gender					
Designations	Beneficiary profile				
	Gender	Total number of employees in group	Number of beneficiaries	Expenditure on rewards Year 1 R' 000	Proportion of beneficiaries within group %
Performance bonuses were not paid during the year under review.					
Has the statutory municipal calculator been used as part of the evaluation process ?					yes
<i>Note: MSA 2000 S51(d) requires that ... 'performance plans, on which rewards are based should be aligned with the IDP'... (IDP objectives and targets are set out in Chapter 3) and that Service Delivery and Budget Implementation Plans (developed under MFMA S69 and Circular 13) should be consistent with the higher level IDP targets and must be incorporated appropriately in personal performance agreements as the basis of performance rewards.</i>					
T 4.4.1					

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

The Municipality develops and implements a Workplace Skills Plan on an Annual Basis. This is based on the capacity- building and development needs identified by employees and Managers and is then affected through a training plan. Although these needs are identified by Managers and employees, the alignment of such needs with formal development needs, identified in terms of performance management is lacking. This challenge is anticipated to be addressed by the implementation of the IPMS and alignment with identified capacity gaps and interventions which are then contained in individual employees' Personal Development Plans (PDPs).

Skills Matrix 2017/2018										
Management level	Gender	Employees as at the beginning of the financial year	Number of skilled employees required and actual as at 30 June 2017/2018							
			Learner ships (N/A)		Skills programmes & other short courses		Other forms of training		Total	
		No.	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual
MM and S57	Female	4	0	0	0	0	0	0	0	0
	Male	1	0	0	0	0	0	0	0	0
Councilors	Female	15	0	0	0	0	0	0	0	0
	Male	27	0	0	0	0	0	0	0	0
Sen. Managers	Female	1	0	0	0	0	0	0	0	0
	Male	6	0	0	R 51 468.00	R 51 468.00	0	0	R 51 468.00	R 51 468.00
Managers	Female	12	0	0	R 98 420.10	R 98 420.10	0	0	R 98 420.10	R 98 420.10
	Male	14	0	0	R 227 605.70	R 227 605.70	0		R 227 605.70	R 227 605.70
Professionals	Female	58	0	0	R 276 335.15	R 276 335.15	0	0	R 276 335.15	R 276 335.15
	Male	50	0	0	R 276 335.15	R 276 335.15	0	0	R 276 335.15	R 276 335.15

Technicians and associate professionals	Female	1	0	0	0	0	0	0	0	0
	Male	26	0	0	R 539 505.40	R 539 505.40	0	0	R 539 505.40	R 539 505.40
Clerks	Female	101	0	0	R 402 950.57	R 402 950.57	0	0	R 402 950.57	R 402 950.57
	Male	43	0	0	R 134 316.85	R 134 316.85	0	0	R 134 316.85	R 134 316.85
Service and sales workers	Female	0	0	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	Female	12	0	0	0	0	0	0	0	0
	Male	91	0	0	R 188 873.39	R 188 873.39	0	0	R 188 873.39	R 188 873.39
Elementary occupations	Female	60	0	0	R 98 420.10	R 98 420.10	0	0	R 98 420.10	R 98 420.10
	Male	179	0	0	R 319 940.71	R 319 940.71	0	0	R 319 940.71	R 319 940.71
General Workers	Female	59	0	0	R 96 457.24	R 96 457.24	0	0	R 96 457.24	R 96 457.24
	Male	191	0	0	R 289 371.71	R 289 371.71	0	0	R 289 371.71	R 289 371.71
Sub total	Female	314	0	0	R 972 583.02	R 972 583.02	0	0	R 972 583.02	R 972 583.02
	Male	628	0	0	R 2 027 416.98	R 2 027 416.98	0	0	R 2 027 416.98	R 2 027 416.98
Total		942	0	0	R 3 000 000.00	R 3 000 000.00	0	0	R 3 000 000.00	R 3 000 000.00
*% and *R value of municipal salaries (original budget) allocated for workplace skills plan.								1%*	* R 3 000 000.00	

Financial Competency Development: Progress Report*						
Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c))	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Senior Officials						
<i>Accounting officer</i>	1	1	2	0	2	1
<i>Chief financial officer</i>	1	1	2	0	2	2
<i>Senior managers</i>	3	1	4	0	4	3
<i>Finance Managers</i>	3	0	3	0	0	3
<i>Other Financial Officials</i>	17	0	0	0	0	17
Supply Chain Management Officials	3	0	3	0	0	3
<i>Supply chain management managers</i>	1	0	1	0	0	1
TOTAL	29	4	15	0	8	30

Skills Matrix 2017/2018

Management level	Number of skilled employees required and actual as at 30 June 2017/2018																	
	Gender	No.	Learner ships				Skills programmes & other short courses				Other forms of training				Total			
			Actual: End of Year - 2014/2015	Actual: End of Year 2016/2017	Year 0 Target 2016/2017	Actual: End of Year- 2017/2018	Actual: End of Year - 2014/2015	Actual: End of Year 2016/2017	2016/2017 Target	Actual: End of Year- 2017/2018	Actual: End of 2014/2015	Actual: End of 2016/2017	2016/2017 Target	Actual: End of Year- 2017/2018	Actual: End of 2015/2016	Actual: End of 2016/2017	2016/2017 Target	Actual: End of Year- 2017/2018
MM and S57	F	4	1	0	0	0	2	1	0	0	0	0	0	0	3	1	2	0
	M	2	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0
Councillors	F	15	0	0	0	0	5	1	2	0	0	0	0	0	5	1	2	0
	M	27	0	0	0	0	11	0	4	0	0	0	0	0	11	0	4	0
Sen. Managers	F	1	1	0	0	0	0	1	1	0	0	0	0	0	1	1	1	0
	M	6	1	0	0	0	2	1	2	2	0	0	0	0	3	1	2	2
Managers	F	11	5	0	0	0	3	3	3	0	0	0	0	0	8	3	3	0
	M	14	1	0	0	0	4	1	4	4	0	0	0	2	5	1	4	6
	F	1	2	0	0	0	9	0	1	1	2	0	0	1	12	0	1	2

Technicians and Trade Workers	M	27	0	0	0	0	18	12	8	9	15	0	0	8	33	12	8	17
Professionals	F	60	0	0	0	0	2	60	40	0	0	0	0	40	2	60	40	40
	M	59	0	0	0	0	1	59	30	0	0	0	0	42	1	59	30	42
Community & Personal Workers	F	N/A	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0
	M	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Clerical & Administrative Workers	F	101	1	0	0	0	12	33	15	47	0	0	0	0	52	33	15	47
	M	43	0	0	0	0	6	13	22	26	0	0	0	0	6	13	22	26
Plant and Machine Operators	F	12	3	0	0	0	5	0	0	4	2	0	0	0	7	0	0	4
	M	91	9	0	0	0	20	0	0	16	2	0	0	0	31	0	0	16
Elementary Workers	F	60	4	0	0	0	8	4	4	12	0	0	0	0	12	4	4	12
	M	179	4	0	0	0	33	8	21	43	0	0	0	0	37	8	21	43
General workers	F	59	0	6	30	0	0	15	15	21	0	0	0	0	0	21	45	21
	M	191	0	3	100	0	0	71	50	37	0	0	0	0	0	74	150	37
Sub total	F	314	17	6	30	0	47	118	83	85	4	0	0	41	103	124	83	126
	M	628	16	3	100	0	95	165	141	137	17	0	0	52	128	168	141	189
Total		942	33	9	130	0	142	283	224	222	21	0	0	93	231	292	354	315

COMMENT ON SKILLS DEVELOPMENT AND RELATED EXPENDITURE AND ON THE FINANCIAL COMPETENCY REGULATION

The municipality has developed a long-term strategy on training and development of its employees. Emanating from that strategy, an annual workplace plan was developed according to the requirements of LGSETA. It is in this plan, where budget equivalent to 1% of the total personnel costs is set aside for training purposes. The total budget for the year under review was R 3 000 000 .00 and the full amount was spent on skills development during the period under review. The WSP makes provision for the implementation of accredited training programmes such as, plumbing, financial competency, computerized ABET, computer training and other training programmes. Implementation of these programmes has proven to be meaningful and effective and has improved service delivery. The Bursary Scheme has given opportunity to employees to acquire/improve qualifications. The UGU District Training and Development committee has played a very good oversight role in ensuring that programmes are implemented in a fair manner and as planned. This committee sits monthly and receive reports from the Human Resources Department on the progress made.

Turn-over Rate 2017/2018			
Details	Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-over Rate*
	No.	No.	
2016/2017	55	90	
2017/2018	34	104	104 / 972 = 10,69

Table 4.1.3

The municipality has made enormous progress on filling critical posts. Every year the municipality embarks on a process of reviewing the organogram and identifies posts to be funded during that year on the bases of criticality. All budgeted posts are filled with priority being placed on internal staff members on merit.

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

INTRODUCTION TO WORKFORCE EXPENDITURE

4.6 EMPLOYEE EXPENDITURE

Number Of Employees Whose Salaries Were Increased Due To Their Positions Being Upgraded		
Beneficiaries	Gender	Total
Lower skilled (Levels 1-2)	Female	N/A
	Male	N/A
Skilled (Levels 3-5)	Female	N/A
	Male	N/A
Highly skilled production (Levels 6-8)	Female	N/A
	Male	N/A
Highly skilled supervision (Levels 9-12)	Female	N/A
	Male	N/A
Senior management (Levels 13-16)	Female	N/A
	Male	N/A
MM and S 57	Female	N/A
	Male	N/A
Total		N/A

COMMENT

There were no employees whose salaries were increased due to their positions being upgraded

Employees Whose Salary Levels Exceed the Grade Determined By Job Evaluation				
Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
N/A	N/A	N/A	N/A	N/A

Employees appointed to posts not approved				
Department	Level	Date of appointment	No. appointed	Reason for appointment when no established post exist
N/A	N/A	N/A	N/A	N/A

COMMENT ON UPGRADED POSTS AND THOSE THAT ARE AT VARIANCE WITH NORMAL PRACTICE:

- There were no upgraded positions.

DISCLOSURES OF FINANCIAL INTEREST

Disclosures of Financial Interests		
Period 1 July to 30 June of 2017/2018		
Position	Name	Description of Financial interests* (Nil / Or details)
Mayor	MA Chiliza	Taxi Owner
Member of Mayors Committee / EXCO	IM Mavundla	None
	PH Mthiyane	Taxi owner
	NT Zwane	None
Councillors	MA Manyoni	None
	SN Caluza	None
	ZR Gwabe	None
	PT Naude	Hibiscus hospital
	LMR Ngcobo	Millennium Contraction
	SP Mthethwa	Stomp Dayard (pty) Ltd, taxi owner
	BE Machi	None
	NH Gumede	None
	WT Dube	Taxi owner, kusabelele investment
	DMM Hlengwa	None
	JJ East	None
	SR Ngcobo	None
	ZE Ngcobo	None
	MPL Zungu	None
	N Mweshe	None
	ZZ Msani	None
	D Nciki	None
	HJ Ngubelanga	None
	TA Disane	None
	DA Ngubo	None

	NC Mqwebu	None
	H Mbatha	None
	GS Mngomezulu	None
	BT Cele	None
	R Nair	None
	GD Henderson	Property company, Anglo American, Anglo platinum, aspen, Billiton, discovery, DRD gold, kumbha, net care, old mutual, Sanlam, Steinhoff, Vodacom, better bond.
	A Rajaram	Kzn Hydronics
	S Chetty	None
	MW Xolo	None
	MS Lubanyana	None
	ZD Cele	None
	TB Cele	None
	BS Nzimakwe	None
	ZR Qwabe	None
	ZGB Msomi	None
	RS Shinga	None
	B Ntusi	None
	SE Khawula	None
	LM Mzimela	Sanlam, Southern Ambition 1036cc, IPM Plants hire, Vuyie Xolie Contractions
Municipal Manager	DD Naidoo	Business Partner – Sak Investments GC Reddy Via Super Auto Midas, Picorite Investments.
Other S57 Officials		
GM:CORPORATE SERVICES	Vuyiwe Tsako	Arts and Craft display at Craft Square
GM: TREASURY	Mkhululeni Dlamini	Director: Ubungwethu Accounting, Masandie and Girlie Financial Services, Umthelelo enterprises
GM : IED	Zakithi Mbonane	KZN Development Consultants: Director
GM: WATER SERVICES	Lungile H Cele	None

COMMENT ON THE PERFORMANCE OF HUMAN RESOURCE SERVICES OVERALL

The Human Resources Management Services rendered by the Municipality aims to achieve the following:

- Attend to the human resources requirements of the various municipal departments
- Establish and maintain a working environment that encourages personal growth, development, enrichment and job satisfaction.
- Ensure that human resources policies and procedures are administered in such a way as to protect the interests of both the Municipality and its employees. To accomplish this purpose, professional support services are rendered in respect of the following functional areas:
 - Recruitment and selection
 - Induction of newly appointed staff
 - Personnel administration – administration of staff benefits and maintaining employee records
 - Maintaining and monitoring Conditions of Service in terms of the applicable legislation, Bargaining Council agreements and Council policies
 - Placement at the behest of the institution
 - Staff movement
 - EHSW Unit ensures compliance with the Occupational Health and Safety Act 85 of 1993, and ensures employee wellness.
 - General administration

Ugu District Municipality values all its employees and commits itself to promoting their wellbeing. It is therefore the aim of the Employee Health, Safety and wellness Programme to improve the quality of life of all employees by providing support and helping to alleviate the impact of everyday work and personal and family problems. It is therefore intended, that, with this Employee Health, safety and Wellness Strategy that the Municipality will be effective in providing employees with a programme that provides innovative methods of managing performance related problems.

The explicit aim of the EHSW Strategy is to improve the quality of life of all employees by providing support and helping to alleviate the impact of everyday work and personal and family problems. EHSW Strategy offers new and exciting prospects to assist in the wellbeing of employees while at the same time increasing the effectiveness of the Organization. . Participation in the programme is voluntary and will not jeopardize job security. The programme does not intend to interfere with workers' private lives; however when a member does not perform according to the standard expected, management has a right to intervene.

The programme is a cost free worksite based programme providing confidential and professional assistance to employees of UGU District Municipality employees. EHSW Strategy does not replace any existing procedures, but provides innovative methods of managing performance related problems.

CHAPTER 5 – FINANCIAL PERFORMANCE

5.1 STATEMENTS OF FINANCIAL PERFORMANCE

Financial statements attached.

CHAPTER 6: APPENDICES

APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

PARTY	MALE	FEMALE
AFRICAN NATIONAL CONGRESS (ANC)	11	10
AFRICAN INDEPENDENT CONGRESS (AIC)	1	0
INKATHA FREEDOM PARTY (IFP)	3	3
DEMOCRATIC ALLIANCE (DA)	5	0
TOTAL – 33 (35 seats, 2 vacant)	20	13

REPORT ON ATTENDANCE OF COUNCIL BY COUNCILLORS: JULY 2017 TO JUNE 2018

REPORT ON ATTENDANCE OF EXECUTIVE COMMITTEE BY COUNCILLORS

Councillors' Names	July 2017	Aug 2017	Sept 2017	Oct 2017	Nov 2017	Dec 2017	07 Feb 2018	21 Feb 2018	Mar 2018	Apr 2018	May 2018	02 June 2018	06 June 2018
Cllr MA Chiliza	Yes	Yes	Yes	Yes	Yes	No meeting	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Cllr PH Mthiyane	Yes	Yes	No 1	Yes	Yes		Yes	Yes	Yes	Yes	Yes	Yes	No 1
Cllr SP Mthethwa	Yes	Yes	Yes	Yes	Yes		Yes	Yes	No 1	No 1	Yes	Yes	Yes
Cllr LMR Ngcobo	Yes	Yes	Yes	Yes	Yes		Yes	Yes	Yes	Yes	Yes	Yes	Yes
Cllr NT Zwane	Yes	Yes	Yes	No 1	Yes		No 1	No 1	Yes	Yes	Yes	Yes	Yes
Cllr NH Gumede	Yes	No 1	Yes	Yes	Yes		No 1	Yes	Yes	No 1	Yes	Yes	Yes
Cllr IM Mavundla		No 1											

REPORT ON ATTENDANCE OF PORTFOLIO COMMITTEE ON FINANCE BY COUNCILLORS

Councillors' Names	19 July 2017	10 Aug 2017	07 Sept 2017	05 Oct 2017	02 Nov 2017	Dec 2017	Jan 2018	01 Feb 2018	01 Mar 2018	05 Apr 2018	03 May 2018	June 2018
Cllr MA Chiliza	Meeting did not sit	Yes	Yes	Meeting did not sit	Meeting did not sit	-	-	Yes	Yes	Meeting did not sit	Yes	Did not sit
Cllr D Nciki		Yes	Yes					Yes	Yes		Yes	
Cllr TW Dube		Yes	Yes					Not member	Not member		Not member	
Cllr S Chetty		Not member	Not member					Yes	Yes		Yes	
Cllr NCP Mqwebu		Yes	No.1					Not member	Not member		Not member	

ClIr MA Manyoni		Yes	Yes					Not member	Not member		Not member	
ClIr SR Ngcobo		Yes	Yes					Yes	No.1		Yes	
ClIr AD Ngubo		Yes	Yes					Yes	Yes		Yes	
ClIr MPL Zungu		Not member	Not member					Yes	Yes		No.1	
ClIr B Ntusi		No.1	Yes					Yes	Yes		Yes	
ClIr GD Henderson		No.1	No.1					Yes	Yes		Yes	

REPORT ON ATTENDANCE OF SOUND GOVERNANCE AND HUMAN RESOURCES COMMITTEE BY COUNCILLORS

Councillors' Names	July 2017	Aug 2017	Sept 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018	June 2018
Cllr NT Zwane	Yes	Yes	Yes	Yes	Yes	No meeting	No meeting	No 1	Yes	Yes	Yes	Yes
Cllr Y Nair	Yes	Yes	Yes	Yes	No 1	No meeting	No meeting	No 1	No 2	Yes	Yes	No 1
Cllr L Mzimela	No 1	Yes	Yes	Yes	Yes	No meeting	No meeting	Yes	Yes	Yes	Yes	Yes
Cllr GS Mngomezulu	Yes	Yes	Yes	Yes	Yes	No meeting	No meeting	Yes	Yes	Yes	No 1	Yes
Cllr SE Khawula	Yes	Yes	Yes	Yes	No 1	No meeting	No meeting	Yes	Yes	Yes	Yes	Yes

Cllr S Chetty	—	—	—	—	—	No meeting	No meeting	—	—	Yes	No 1	No 2
Cllr LMR Ngcobo	Yes	Yes	Yes	Yes	Yes	No meeting	No meeting	Yes	Yes	Yes	Yes	No 1
Cllr NY Mweshe	Yes	Yes	Yes	Yes	Yes	No meeting	No meeting	Yes	Yes	Yes	Yes	Yes

REPORT ON ATTENDANCE OF PORTFOLIO COMMITTEE ON LOCAL ECONOMIC DEVELOPMENT

Councillors' Names	July 2017	Aug 2017	Sept 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018	June 2018
Cllr SP Mthethwa	Yes	No 1	No 2	Meeting did not sit	Yes	No meeting	No meeting	Yes	Yes	Meeting did not sit	Yes	Meeting did not sit
Cllr DMM Hlengwa	Yes	Yes	Yes	Meeting did not sit	Yes	No meeting	No meeting	Yes	No 1	Meeting did not sit	Yes	Meeting did not sit

Cllr TB Cele	No 1	Yes	Yes	Meeting did not sit	No 1	No meeting	No meeting	No 1	Yes	Meeting did not sit	Yes	Meeting did not sit
Cllr JJ East	Yes	Yes	Yes	Meeting did not sit	Yes	No meeting	No meeting	Yes	No 1	Meeting did not sit	Yes	Meeting did not sit
Cllr ZZ Msani	Yes	No 1	No 2	Meeting did not sit	Yes	No meeting	No meeting	No 1	Yes	Meeting did not sit	No 1	Meeting did not sit
Cllr SN Caluza	Yes	Yes	Yes	Meeting did not sit	Yes	No meeting	No meeting	No 1	Yes	Meeting did not sit	Yes	Meeting did not sit
Cllr AD Ngubo	Yes	Yes	Yes	Meeting did not sit	No 1	No meeting	No meeting	Yes	Yes	Meeting did not sit	Yes	Meeting did not sit

REPORT ON ATTENDANCE OF PORTFOLIO COMMITTEE ON SPECIAL PROGRAMMES

Councillors' Names	July 2017	Aug 2017	Sept 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018	June 2018
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Cllr SN Caluza	Yes	Yes	Yes	Yes	Yes	No meeting	No meeting	No Meeting	Yes	No 1	Yes	No Meeting
Cllr HJ Ngubelanga	Yes	Yes	No1	No 1	Yes	No meeting	No meeting	No Meeting	Yes	Yes	No 1	No Meeting
Cllr LMR Ngcobo	Yes	Yes	Yes	Yes	Yes	No meeting	No meeting	No Meeting	Yes	Yes	No 1	No Meeting
Cllr SH Mngomezulu	Yes	Yes	Yes	Yes	Yes	No meeting	No meeting	No Meeting	Yes	Yes	No 1	No Meeting
Cllr BE Machi	Yes	Yes	Yes	Yes	Yes	No meeting	No meeting	No Meeting	Yes	Yes	Yes	No Meeting
Cllr A Rajaram	Yes	No 1	No 1	Yes	Yes	No meeting	No meeting	No Meeting	Yes	Yes	Yes	No Meeting
Cllr NY Mweshe			Yes	Yes	Yes	No meeting	No meeting	No Meeting	Yes	Yes	Yes	No Meeting

REPORT ON ATTENDANCE OF PORTFOLIO COMMITTEE ON WATER AND SANITATION

Councillors' Names	July 2017	Aug 2017	Sept 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018	June 2018
Cllr PH Mthiyane	Yes	Yes		Yes	No meeting	Yes	No meeting	Yes	Yes	No meeting	Yes	Yes
Cllr MPL Zungu	Yes	Yes	Yes	Yes	No meeting	Yes	No meeting	Yes	Yes	No meeting	Yes	Yes
Cllr HJ Ngubelanga	Yes	Yes	Yes	Yes	No meeting	Yes	No meeting	Yes	Yes	No meeting	No 1	Yes
Cllr SP Mthethwa	Yes	Yes	No 1	Yes	No meeting	Yes	No meeting	Yes	Yes	No meeting	Yes	Yes
Cllr H Mbatha	Yes	Yes	No 1	Yes	No meeting	Yes	No meeting	Yes	Yes	No meeting	No 1	Yes
Cllr TA Disane	Yes	Yes	Yes	No 2	No meeting	No 1	No meeting	Yes	Yes	No meeting	Yes	No 1

Cllr PT Naude	Yes	Yes	Yes	Yes	No meeting	Yes	No meeting	Yes	Yes	No meeting	Yes	Yes
Cllr L Mzimela	Yes	Yes	Yes	Yes	No meeting	Yes	No meeting	Yes	Yes	No meeting	Yes	No 1

Indicate with "Yes" where the meeting was attended

Indicate with "No" where the meeting was not attended

Indicate with "No 1" where the meeting was not attended but the application for leave of absence was furnished

Indicate with "No 2" where the meeting was not attended and the application for leave of absence was not furnished and no apology was recorded

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
Portfolio Committee on Finance	The Portfolio Committee on Finance is a Section 80 Committee, responsible for the following functions, and making recommendations to the Executive Committee thereon: ➤ Familiarise, interrogate and recommend to the Committee of the budget and reports on economic issues, statistical information, agreements, financial reports, and reports on economic and policy statements. ➤ Sharpen public awareness of the budget and Government financial and economic policies, and encourage informed debate on the budget. ➤ Advise the executive committee on the district municipality's domestic borrowing policies. ➤ Study Government's policies as regards budgets and advise accordingly. ➤ Seek advice from all three spheres of Government, on financial and other budget related matters. ➤ Drive the entire budget process as alluded to by legislation, thus ensuring that budgets are based on priorities and realistic income and expenditure. ➤ Advise on processes that need to be put in place for formulating and monitoring the budget, throughout its cycle, that will enhance the District Municipality's role in appropriating and overseeing the budget, and make the budget process more responsive to stakeholders. ➤ Advise on budget programmes that need to be given special treatment during budget implementation. ➤ Ensure that the budget of the District Municipality is used as a primary tool for implementing National and Provincial Policies. ➤ Review the relevant legislation and future legislation (bills) with financial and budget implications and advise the Executive Committee accordingly. ➤ Deal with any other budget related matter referred to the Committee by the Executive Committee. ➤ Develop policy proposals on all the areas of responsibility with the intention of achieving municipal and/or general government objectives.
Portfolio Committee on Special Programmes	The Portfolio Committee on Special Programmes is a Section 80 Committee, responsible for the following functions, and making recommendations to the Executive Committee thereon: 1. Oversight over the following functional areas:- vi. Undertake the following special programmes in respect of Policy, Strategy and Programmes. ➤ Youth ➤ Senior Citizens ➤ People with Disability

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
	➤ Gender ➤ Moral regeneration ➤ Rights of the Child ➤ Farm workers vii. Lobby and advocacy for special programmes interests by other Portfolio Committees within Council. viii. Coordinate response for vulnerable groups. ix. Facilitate and monitor an evaluation framework for all the functional areas.
Portfolio Committee on Sound Governance and Human Resources	The general responsibilities of the Portfolio Committee, in respect of the functional area of Corporate Services, are: ➤ to develop and recommend the Good Governance and Human Resources Services portfolio policies; ➤ to develop and recommend the Good Governance and Human Resources portfolio by-laws; ➤ to consider and make recommendations in respect of the draft budget and IDP of the Human Resources & Sound Governance Portfolio; ➤ to ensure public participation in the development of policy, legislation, IDP and budget of the Human Resources & Sound Governance Portfolio; ➤ to monitor the implementation of Council policies in respect of the Human Resources & Sound Governance portfolio;
Functional Role of the Human Resources & Sound Governance Portfolio Committee	The objective of the Human Resources & Sound Governance Portfolio Committee is to assist the executive committee on the functions listed below: 1. Administration and Operational Support ➤ Corporate strategies, systems and services ➤ Records Management and Registry Services ➤ Secretariat Support and Printing Services ➤ Occupational Health and Safety ➤ Employment Equity Planning ➤ Wellness: EAP ➤ Customer Relations ➤ Performance management: Individual (and OPMS) ➤ Information Communications Technology ➤ Facilities Management ➤ Enterprise Security 2. Legal Services ➤ Statutory Compliance Legislation, and ➤ Legal Research 3. Strategic Human Resources and Personnel Services ➤ Individual Performance Management ➤ Training and Development

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
	➤ Labour Relations ➤ Personnel Management 4. To ensure the provision of efficient, economical and effective administration of the municipality, to co-ordinate secretarial services, to oversee the delivery of the human resource services, and to render management and transformation services; 5. To oversee the delivery of support services to the council and community; 6. Exercise delegated authority after considering a report from the designated officials for the Human Resources & Sound Governance Portfolio; 7. Introduce to Exco the recommendations from the Human Resources & Sound Governance Portfolio Committee; 8. Introduce departmental reports on the functions of the relevant sections to Exco; 9. General administration inclusive council & committee secretariat, legal, council support, policies & procedures, facilities management, capacity building & training, human resources, including, Governance, democracy and Skills development.
Portfolio Committee on Local Economic Development	The Portfolio Committee on Local Economic Development is a Section 80 Committee, responsible for the following functions, and making recommendations to the Executive Committee thereon: ➤ Oversee the implementation of all applicable legislation relating to social and economic development, national development programmes, provincial development programmes, trading regulations, investment opportunities, transport, land affairs, electrification, housing and public works. ➤ Oversee all aspects, programmes and activities of local economic development. ➤ Oversee all fiscal and other incentives designed to promote social and economic development. ➤ Oversee environmental management and ensuring environmental planning, education, sustainable development management ➤ Oversee the provision of efficient environmental health services through continuous monitoring and enforcement. ➤ Develop policy proposals on all the areas of responsibility with the intention of achieving municipal and/or general government objectives.
Portfolio Committee on Water and Sanitation	The Portfolio Committee on Water and Sanitation is a Section 80 Committee, responsible for the following functions, and making recommendations to the Executive Committee thereon: ➤ Advise the Executive Committee on all legislation or prospective legislation relating to: - ➤ Water and sanitation reticulation; ➤ Water and sanitation treatment works; ➤ Water and Sanitation Capital projects;

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
	➤ Water and sanitation operations; ➤ Water and sanitation operational projects; ➤ Non-revenue water; ➤ Water restrictions; ➤ Water Services planning; ➤ Emergency water and drought relief; ➤ Ground water; ➤ Industrial effluent and recycling of waste water; ➤ Oversee the following municipal services: ➤ Water and Sanitation reticulation; ➤ Water and sanitation purification; ➤ Water and Sanitation designs; ➤ Water and sanitation operations; ➤ Water and sanitation capital projects; ➤ Oversee municipal infrastructure development and services to meet the needs of the Municipality in the discharge of its responsibilities. ➤ Oversee the commissioning of the best methods to deliver the aforementioned municipal services and facilities to the maximum benefit of the community of the municipality. ➤ Develop policy proposals on all the areas of responsibility with the intention of achieving municipal and/or general government objectives.
Human Resources Development Committee	The Human Resources Development Committee is established within the prescription of the main collective agreement to, in its preparatory consultation, report to the Local Labour Forum regarding issues concerning the development of human resources and other related activities within the Municipality. The Committee is established with a primary objective to exercise oversight over issues concerning the Workplace Skills Plan (WSP), education and training, employment equity and all such other related human resources issues. The Committee is responsible for the following functions, and making recommendations to the Local Labour Forum thereon: ➤ Oversight over the following functional areas: -

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
	➤ Human Resources Management; ➤ Skills Development; ➤ Performance Management; ➤ Organisational Development; ➤ Implementation of Employment Equity Plan and Affirmative Action; ➤ Councillor Support; ➤ Education and Training; ➤ Develop strategy and policy proposals on all the areas of responsibility with an intention of achieving municipal and/or general government objectives.
Employee Assistance Programme	Ugu District Municipality, in recognizing the importance of its service delivery machinery or employees introduced Employee Assistance Programme (EAP), which is located in the Corporate Services Department within Human Resources Section to play an integral part in meeting the Municipal objective with a view to providing a satisfying, safe and healthy environment within which all employees are working. The EAP as a programme is dedicated to support and strengthen the workplace environment by providing assistance for employees whenever they need it. According to the Employee Assistance Professionals Association of South Africa (EAPA), <i>“Employee Assistance is the work organization’s resource based on core technologies or functions to enhance employee and workplace effectiveness through prevention, identification, and resolution of personal and productivity issues.”</i> The EAP Committee in the Ugu District Municipality is established to ensure that it provides employee assistance programme to encourage and assist employees with personal and work related problems for them to take responsibility for their own health and wellness
Municipal Public Accounts Committee (MPAC)	The Municipal Finance Management Act (MFMA) creates a favourable environment for the establishment of municipal structures that can adequately deal with municipal financial accountability. Such a structure is mandated to deal with financial and related management aspects of municipalities. The Municipal Public Accounts Committee (MPAC) is an important component of the financial reforms and it is achieved through the separation of roles and responsibilities between Council, the Executive (Executive Committee and Political Office Bearers) and administration. Good governance, effective accountability and oversight can only be achieved if there is a clear distinction between the functions performed by the different role players. The Municipal Council is required to maintain oversight on the performance of specific responsibilities and delegated powers to the Executive (Executive Committee & Political Office Bearers). In other words, in exchange for the powers in which Council has delegated to the Executive, Council retains a monitoring and oversight role ensuring that there is accountability for the performance or non-performance of the municipality.

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
	The Committee is a Section 79 Committee, responsible for the following functions, and reporting back to Council for consideration of all matters and formal adoption: ➤ Examination of financial statements of the Municipality; ➤ Examination of audit statements issued on the financial statements; ➤ Examination of any reports issued by the Auditor-General on the affairs of the Municipality and any Municipal Entity; ➤ Examination of quarterly and mid-year performance reports; ➤ Examination of any other financial statements or reports referred to the Committee by the Council, and may report on any of those financial statements or reports to Council; ➤ May recommend any investigation in its area of competence; ➤ Must perform any other function assigned by resolution of Council; ➤ To call any person, including Councillors to appear before the Committee to account or clarify on any matter the committee deems fit; and ➤ Make recommendations to Council for corrective and / or disciplinary action that may be instituted in terms of the MFMA regarding mismanagement of funds, unauthorised, irregular, fruitless and wasteful expenditure.
Local Labour Forum	In terms of the Labour Relations Act, 66 of 1995, Section 80 makes provision for the establishment of workplace forum in any workplace in which an employer employs more than 100 employees. In compliance with the Act, Municipalities have established workplace fora and are constituted as per the SALGBC main collective agreement clauses 2.8 to 2.8.4.5. In this regard, the composition of such forum shall be established with equal representation from the trade unions and the employer. Trade Unions' representation shall be divided in proportion to their respective membership in the employer. Likewise, employer representatives shall consist of Councillors and of Management. The workplace forum in the Local Government is referred to as the Local Labour Forum. Such Forum seeks to promote the interests of all employees in the workplace, irrespective of whether they belong to trade unions; enhance efficiency in the workplace; engage in consultation with the employer on a wide range of workplace related issues; and participate in joint decision-making. The Local Labour Forum shall have the powers and functions of negotiating and / or consulting on the following functions:

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
	➤ On matters of mutual concern pertaining to the employer and which do not form the subject matter of negotiations at the council or its divisions; ➤ On such matters as may from time to time be referred to such forum by the council or its divisions; ➤ Provided that it may not negotiate on any matter, which has been reserved for exclusive bargaining in the council or the divisions; ➤ Concluding of minimum service agreements; ➤ Disputes over what is negotiable, what are the matters that are for consultation and over whether a specific process constitutes sufficient consultation are to be resolved through the dispute resolution mechanism of the council.

APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

Third Tier Structure	
Directorate	Director/Manager (State title and name)
Office of the Municipal Manager	DD Naidoo Municipal Manager
Corporate Services	Ms Vuyiwe Tsako
Budget and Treasury Office	Mr MS Dlamini
Water Services	Ms LH Cele
Environmental Health Management and Economic Planning & Development	Ms Zakithi Mbonane

APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY

APPENDIX E – WARD REPORTING

APPENDIX F – WARD INFORMATION

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE 2017/2018

UGU SHARED AUDIT SERVICES COMMITTEE

28 CONNOR STREET,

PO BOX 33, PORTSHEPSTONE

0396885700

UGU DISTRICT MUNICIPALITY

REPORT OF THE CHAIRPERSON: FINANCIAL YEAR 2017/2018

AUDIT & PERFORMANCE AUDIT COMMITTEE

EXTERNAL AUDIT SHARED SERVICES

Members of the Audit Committee:

Mr. Paul Preston	–	Chairperson
Mr. Bheki Dladla	-	Member
Mrs. Chantel Elliott	–	Member
Mrs. Bongeka Jojo	–	Member

Audit Committee meetings took place on the following dates:

22 August 2017- (AG) SA Dashboard and Audit Strategy Meeting

29 August 2017 – Scheduled Audit Meeting

28 September 2017-Scheduled Audit Meeting

08 December 2017-Scheduled Audit Committee Meeting

24 January 2018- Meeting with Troika

22 January 2018- Special audit Committee Meeting

25 January 2018- Council Meeting

26 February 2018- Special Audit Committee Meeting

20 March – scheduled Audit Committee Meeting

16 April 2018- Special Audit Committee Meeting

23 April 2018- Special Audit committee Meeting

18 April 2018- (Ms Elliott attended a S57 Meeting

03 May 2018-Mr Preston attended a S57 Meeting

09 May 2018- Revenue Workshop

19 June 2018 Scheduled Audit Committee Meeting.

1. INTRODUCTION

In terms of section 62(1)(c) of the Municipal Finance Management Act (MFMA), No.56 of 2003, the Municipal Manager is the Accounting Officer and is responsible for managing the financial administration of the Municipality. The Audit Committee is appointed in terms of Section 166 of the MFMA, to assist and to advise the Mayor, the Deputy Mayor, the Speaker and the Municipal Manager of the Municipality. It is a shared service Audit Committee appointed by the Ugu District. It is afforded wide powers and obligations, supplemented by the Council approved external Audit Committee Charter.

2. MEMBERS AND MEETINGS OF THE AUDIT COMMITTEE

2.1 In terms of the Ugu District Municipality's Audit Committee Charter, the Audit Committee as at the 30 June 2018 included four external independent members. One is a Performance Management Specialist. None of the members were Councillors or the Municipal Manager. The Audit Committee meets at least four (4) times per annum as per its approved Charter and sat twice as a Performance Audit Committee during the year, and on several other occasions to discharge its functions. The Chair tables reports to the Council of the Municipality.

Specific members of the Political Leadership were invited to and attended Audit Committee meetings from time to time. Less formal meetings and very frequent telephone interactions took place with the Municipal Manager, The Honourable Mayor and Internal Audit.

Assessment of Statutory compliance, oversight with regard to the monthly financial reports, the Auditor General's interim Reports and the Municipality's financial position, risk and compliance with its I.D.P, its assets and water revenue systems; and pre-determined objectives as well as Statutory Compliances were considered often by the Audit Committee.

The Audit Committee also sits as a Performance Audit Committee in respect of Section 40, 41, 43 and 46 of the Local Government: Municipal Systems Act read with the provisions of the Audit Committee Charters.

The Auditor General visited the Municipality regularly and interacted purposefully with UGU in evaluating the performance of the Ugu District Municipality. An Audit Committee member is in attendance at the Auditor General's report back meetings to Councillors and Management with the Auditor General.

Apart from formal meetings; the Audit Committee members carefully reviewed and approved draft minutes of its own meetings. They met with one another and exchanged e-mails with the Manager: Internal Audit, between meetings as issues or concerns arose. An atmosphere of mutual trust and respect exists between the Audit Committee, Internal Audit and the Municipal Manager and he has called for a number of confidential meetings with the Audit Committee members. But at times all parties maintain professional independence.

- 2.2 The Auditor General tests, in a wide range of testing, the following which is set out in its Management Report; an Audit Report, the AG is an independent Institution established in terms of Chapter 9 of the Constitution of South Africa. Concerning a District Municipality the AG reviews:-

- 2.2.1 Compliance with Legislation concerning the Municipality.
- 2.2.2 Possible material misstatements in the Draft Annual Financial Statements or in the consolidated Draft Annual Financial Statements.
- 2.2.3 Compliance with Performance Indicators and the alignment of the I.D.P. with the SDBIP, with the Performance targets set by the Municipality.
- 2.2.4 Performance in areas governed by Performance Regulations of 2001 and the Key Performance Indicators, by accessing portfolios of evidence (POE's).
- 2.2.5 Considers Fraud and Risk and energy risk.
- 2.2.6 The financial viability of the Municipality as a going concern.
- 2.2.7 Assets; care of assets.
- 2.2.8 Revenue.
- 2.2.9 Water supply integrity and water losses.

-
- 2.2.10 The effects of on-going labour unrest and sabotage of the Municipal water system by disgruntled employees.

3. AUDIT COMMITTEE'S RESPONSIBILITIES AND FINDINGS

In discharging its responsibilities for the year ended 30 June 2017 the Audit Committee did the following:-

3.1 Audit Committee Meetings and Functions

The Audit Committee:-

- Reviewed the quality of the financial information provided, financial reports and consolidated annual financial reports and other reporting which was tabled regularly before the Audit Committee, and reviewed the monthly financial information sent to Treasury when provided but on occasions the CFO did not provide the information;
- Reviewed the draft annual financial statements and draft consolidated annual statements and the draft Performance Audit and consolidated Performance Audit information prior to submission to Council and to the Auditor-General and made prior suggestions and recommendations on enhancing the quality of compliance and disclosure;
- Reviewed financial reports from time to time, and reviewed performance information to ensure they present a balanced credible and understandable assessment of the performance and going concern viability of the Municipality;
- Reviewed the Auditor General's draft management letter and final Audit report in relation to the year ended June 2017;
- Discussed issues, materiality of the findings and queries arising from the Auditor General's Audit of the Municipality in terms of Section 131 of the MFMA;
- Reviewed the management response with regard to the corrective action to be undertaken in response to any significant internal audit findings;
- Always dealt with matters arising from previous minutes;
- Reviewed the Performance Information Reports and has established that credible portfolios of evidence exist.
- Reviewed and recommended the Internal Audit Plan and Audit Committee Charters.
- Dealt with Risk and considered the Risk and Fraud Risk Register and considered emerging risk and risk committees;
- Dealt with the Asset Register and Property Plant and Equipment generally;
- Dealt with Revenue Management and water billing at every meeting;
- Dealt at every meeting with Legislative and Statutory compliances in the various Laws governing the Municipality;
- Considered possible misstatements in Annual Financial Statements;
- Participated in Performance Assessments for Senior Managers;
- Raised queries and concerns related to VAT, Water Billing, Property, Plant and Equipment and SARS VAT directives.
- Considered MSCOA readiness at every meeting.
- Expressed reservations concerning the appointment of service provider to settle and complete the Assets Register.

3.2 Performance Management

The Audit Committee, sitting as a Performance Audit Committee, considered matters relating to performance management as prescribed in terms of the Regulations set out in the Local Government: Municipal Planning and Performance Management Regulations of 2001.

These responsibilities included:

- A review of the quarterly reports required to be submitted by internal audit and the mid-year Performance Review, and satisfied itself to alignment with the adjustment budget and adjusted performance targets.
- Reviewed the Performance Management System and the pre-determined objectives and tested the functionality and corresponding compliance with the Municipal Systems Act and the MFMA.
- Focussed on the economy, effectiveness, efficiency, reliability and impact applicable to the Municipality's own key performance indicators and key performance areas and their alignment with the SDBIP and the relevant Portfolios of Evidence, and with Statutory Regulations.
- Considered the application of Sections 40, 41, 43 and 46 of the MSA, with reference to the Municipalities' I.D.P, the SDIP and Audit Charters and reviewed these, prior to submission to the Council and the Auditor General and the levels of compliance.

The I.D.P. and the SDBIP and the pre-determined objectives alignment to create service delivery was integrated. Facts and information based on empirical performance information must align with the Integrated Development Plan (I.D.P.), and the Key Performance areas and pre-determined objectives and the Budget of the Municipality.

If done properly, performance information and given qualitatively and quantitatively is a very good system, but its flaw is if the information provided is incorrect or incomplete, then this gives an incorrect overstated impression of performance to the Audit Committee, which is what occurred in the financial year.

This is the essence of good governance and represents proper compliance with Section 52 and Section 195 of the Constitution of South Africa.

3.3 Revenue, Water Revenue, Water Supply Integrity

- 3.3.1 Water Billing and Consumer Debt have received administrative attention. A minimum monthly remittance by water users is required to sustain water revenue income. A revenue shortfall impacts on Ugu's viability as a going concern, and poses a pervasive risk.
- 3.3.2 Cash flow continues to be of material concern. The under-recovery in respect of water revenue and the anomalies in the billing system underpin this difficulty which therefore poses significant risk.
 - 3.3.2.1 Water breaks and call outs and the urgency and overtime have been considered at meetings and this is an area of material concern.

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- 3.3.2.2 The Audit Committee dealt extensively with the asset valuation of both immovable and movable assets as well as servitudes.
 - 3.3.2.3 Unavailability of water to parts of the community is also a material concern and a serious reputational and operational risk.
 - 3.3.2.4 The integrity of the water system; unlawful strikes and allegations of wilful tampering with the system, together with a failure to secure reservoirs are material and unresolved billing issues placed material limitations on revenue.
 - 3.3.2.5 The Municipality has regressed in its Compliance obligations concerning revenue and property plant and equipment compared to last Financial year.

3.4 Internal Control and Internal Audit

The External Audit Committee is responsible for the effective functioning of the Internal Audit activity, as provided for in Section 165 of the MFMA. Internal Audit reports functionally to the Audit Committee and administratively to the Accounting Officer. The Audit Committee:-

- has direct access to Internal Audit through a reporting relationship with Internal Audit. This underpins its independence from management;
- The Chairperson has conducted regular private telephone calls and exchanged e-mails, and had meetings with the Manager of Internal audit to allow for frank discussion of issues and concerns;
- evaluated the performance of internal audit by consideration of the relevant Internal Audit Plan and did so with reference to the Auditor General's Dashboard Reports, which reviewed internal audits' integrity;
- considered the scope of the internal auditor's review of internal control over financial reporting, and obtained reports on significant findings and recommendations, together with management's responses;
- evaluated controls over the overall operational and financial reporting environment and reviewed the effectiveness of the internal controls in conjunction with the Auditor General's interim Findings;
- assessed the adequacy of performance of the internal audit function, and available internal audit resources;
- reviewed the frequency of dealing with corrective action taken in response to significant Auditor General's findings raised in the prior year;
- reviewed and approved the Internal Audit Charter, Internal Audit Plans and Internal Audit's findings with regard to internal control and discussed compliance with Treasury Circulars;
- at all Audit meetings discussed matters with respect to risk assessment as it affects revenue impairment and asset management;
- discussed at length the challenges in water-billing and revenue management;
- discussed Property Plant and Equipment;
- discussed compliance with VAT and SARS directives;
- discussed GRAP;
- considered the valuation of, or of misstatements of the Municipality's Assets;
- considered internal audit reports at every Audit meeting;
- specific members attended meetings concerning Performance Evaluation of Senior Managers;
- Considered the Risk, risk committees and Fraud Risk register, and emerging risk.

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- Expressed concerns at Managements disagreements with Internal Audit findings and Managements slow and indifferent response to attend to corrective action to address Internal Audit findings.

The Audit Committee received highly satisfactory levels of support from the Internal Audit Unit and the Internal Audit Plan was maintained very well. However, management did not follow up properly with remedial action concerning Audit Findings and did not engage purposefully with the Auditor General during the Audit period. There were limitations of scope findings by the Internal Audit in materially important areas.

3.5 Compliance and Ethics

From a review of various reports and discussions held at Audit Committee meetings the Audit Committee noted that a Fraud Prevention Strategy is in place. The Statutory Code of Conduct for municipal staff and Councillors in terms of the Municipal Systems Act is applied by the municipality. Declarations of interest in respect of risk posed by attempts to by-pass the Supply Chain Management process have been obtained from all persons contracting with the Municipality stating on oath that they are not in the employ of the State. Employees are subject to the same scrutiny but interference is different to detect, compounded by the limitations of scope.

The Audit Committee has reviewed the effectiveness of mechanisms for the identification and reporting of compliance with Statutory laws as set out in the Internal Audit Plan and relevant Regulations; and the findings of regulatory bodies or audit observations. It has tried to eliminate material misstatements from Draft Annual Financial and Consolidated Financial Reports forwarded to the Auditor General. Fraud is very difficult to detect at every level.

3.6 Section 71 (of the MFMA) Management Report

This is requested at each Audit Committee meeting. It is a report in a prescribed format due to be submitted to Treasury. It is most helpful in providing a contemporaneous indication of the financial health and economic state of the Municipality at any given time. Monthly Section 71 Management reports should be considered by the Council during the year, but were not always provided to the Audit Committee even though it is a standing item.

3.7 The Consideration of the Auditor General's Report

The Auditor General has tabled its Final Management Report and Audit Finding in respect of the year under review. The Auditor General expressed an **adverse opinion**. The AG established that the financial management and the controls around property plant and equipment and Revenue and Water Services of the Municipality has significantly regressed from the previous financial year, for the second year in a row.

The attention to the corrective action in respect of the challenges at Ugu arising from the prior year has rendered disappointing outcomes. The information provided by the Municipality in respect of

Revenue, Water Billing, Assets, its value of its assets, and with regard to Performance is regarded by the Auditor General, as not credible and not compliant and this formed the basis of its Audit Report.

3.8 In-year reports submitted in terms of the MFMA

The quarterly performance management reports, the Council's approved budget, and the SDBIP, Internal Audit reports and the Annual Performance Reports have been called for by the Audit Committee. The Audit Committee reviewed these reports. The quarterly management reports and the minutes of the External Audit Committee reflects this. Performance Evaluation has regressed, and is not entirely accurate for the year under review. The MPAC Chair has become a standard invitee to Audit Committee meetings.

3.9 Internal and External Audit Function

During the year under review, an audit plan was prepared based on the Internal Audit Plan, and on Annual Risk Assessment. The following is a list of received Internal Audit and Management's high levels of attention:

- Ethics
- Asset Management Review and Restatement of Asset Values
- Bi-annual reviews of Performance Management
- Cash Flow oversight and going concern issues
- Financial Discipline Review
- Overtime
- Water Revenue
- Fleet Management
- Audit Committee Review
- Follow Up Review: Revenue Management
- Information Technology
- Supply Chain Management discipline review
- Corrective Action Plans: A-G Management Report & Audit Reports
- Section 32, Section 36, Section 12 and 17(1)(c) of Supply Chain Management Regulations
- Annual Financial Statements
- Fraud Prevention
- Statutory Compliance
- Risk/Risk Register
- Performance Management and the SDBIP and Performance Regulations
- The Internal Audit Plan
- VAT
- Property, Plant and Equipment and the inability of UGU to create an asset register
- Valuation of Fixed and Movable Assets and Servitudes
- GRAP
- Compliance with Legislation and relevant Statutory Regulations and By-Laws
- Unlawful strikes and possible unlawful damage to water infrastructure
- Section 71 Management Reports

An annual assessment of the Internal Audit Function had been completed the Audit Committee. The External Audit Committee is satisfied with the performance of the Internal Audit function and reports that all projects in terms of the approved risk based annual audit plan had been adequately provided to the Audit Committee as required by Law.

The Auditor General has stated in its Management letter and Reports, that internal and external audit functions at the Municipality are conducted in a satisfactory manner.

Meetings took place between members of the Audit Committee and the Political Leadership took place when requested and the Chair met several times with the Honourable Mayor and frank discussions took place.

3.10 Performance Audit Meetings

Such Performance Audit meeting was held to ensure Compliance with the following Sections of the Local Government: Municipal Systems Act:-

1. Section 40;
2. Section 41;
3. Section 42; and
4. Section 44.

And in terms of the Municipal Planning and Performance Management Regulations¹⁴ (2)(a)(iii) of 2001, and the Audit Charters.

REPORT

1. Close attention was given to Sections 9 and Section 10 of the Regulations. Percentages of households with access to basic levels of water, sanitation, electricity and solid waste removal were considered. Householders earning less than R1100.00 per month with access to free basic services was checked and cross-referenced with the SDBIP.
2. The percentage of Municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the Municipality's IDP was considered.
3. Job creation was considered.
4. Employment equity targets were considered.

-
5. Financial viability was considered.
 6. Key performance indicators were reviewed. These were considered in conjunction with the Municipalities Budget and the performance targets which had been set.
 7. Monitoring took place through the reports received concerning Quarter 1, Quarter 2 and Quarter 3 and Quarter 4 when due; of the relevant financial year. Such information was provided by the Internal Audit function of the Municipality.
 8. The Internal Audit Unit on a continuous basis, audited the performance measurements of the Municipality; and submitted quarterly reports on their Audits to the Audit Committee as provided for in Section 14(1)(c) of the Regulations.
 9. Proper measures are taken to ensure that a performance Audit Committee Meeting took place at least twice during the Financial Year and the Municipality was helpful concerning a Special Audit Committee Meeting if requested by the Audit Committee.
 10. It is submitted by the External Audit Committee that there has been acceptable compliance by the Municipality with the Regulations as set out above.
 11. The External Audit Committee has sat regularly throughout the Financial Year

3.11 Financial Risks

1. Market Demand who had been given an award in terms of Section 36 of the Supply Chain Management Regulations had not yet finished the inventory of assets which they had undertaken to provide to the Municipality by the financial year end.
2. A Financial Discipline Review was also tabled by Internal Audit to the Audit Committee and the Financial Discipline Review disclosed limitations of scope concerning:-
 - 2.1 the general ledger;
 - 2.2 the asset monthly reconciliations; and
 - 2.3 the reconciliation of the general ledger opening balance and closing balances for the audit financial statements for the prior year.

-
- 2.4 These limitations of scope were noted by the Audit Committee and found to be a limitation of the Audit Committees scope and noncompliance with Section 166 of the MFMA.
3. The Audit Committee has standing agenda items of the Section 32 contracts as well as the Section 36 deviations and irregular and unauthorised and fruitless and wasteful expenditure, in terms of Treasury Circular Number 68. The Audit Committee was not provided with these for certain meetings.
4. In other materially important aspects:-
- 4.1 Revenue collected from debtors against total billed;
- 4.2 Capital budgets spent on capital infrastructure of assets;
- 4.3 Vendor performance reviews; and
- 4.4 had all been stated as “achieved”.
5. But there were no portfolios of evidence provided. When queried by Internal Audit, Treasury did not respond. This is limitation of the Audit Committee’s scope; and, in our view, consequence management should be prioritised, which in any event; is now a regular directive from the Auditor General, but is not instituted at Ugu.
6. Important information with regard to the percentage of Opex expenditure against budget and Capex spent against budget; and creditors paid within 30 days; were ignored by Ugu’s Treasury and under the management comment was again “no response provided”. The Auditor General took note of this. Consequence management should follow.
7. Limitations of Scope occur in material important aspects of financial reporting. These issues were; of course picked up when the Auditor General conducted later on in its audit which then informed the Management Report, and the Adverse Audit Outcome.
8. The other serious aspect is over spending on budget which was interrogated extensively by Audit Committee member Ms. Jojo. It appears as though there is a budget **short fall of R275 million** disclosed in the Consolidated Financials provided to us on 26 September 2018. Ms.

Jojo, quite correctly, asked why this information was not previously provided to the Audit Committee. No credible explanations were provided.

9. In particular, we were not satisfied, in September 2018, that the Asset Register had in fact been completed as undertaken by Market Demand because we have no evidence of this.

Reference is made to the following:-

No. 56 of 2003: Local Government: Municipal Finance Management Act, 2003.

Section 70 - Impending shortfalls, overspending and overdrafts

- (1) The Accounting Officer of a municipality must report in writing to the municipal council-

(a) any impending-

- (i) shortfalls in budgeted revenue; and
- (ii) overspending of the municipality's budget; and

(b) any steps taken to prevent or rectify such shortfalls or overspending.

Section 166 - Audit committees

- (1) Each municipality and each municipal entity must have an audit committee.

- (2) An audit committee is an independent advisory body which must:-

- (a) advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, or the board of directors, the accounting officer and the management staff of the municipal entity, on matters relating to-

-
- (i) internal financial control and internal audits;
 - (ii) risk management;
 - (iii) accounting policies;
 - (iv) the adequacy, reliability and accuracy of financial reporting and
 - (v) performance management;
 - (vi) effective governance;
 - (vii) compliance with this Act, the annual Division of Revenue Act and any performance evaluation; and other applicable legislation;
 - (viii) any other issues referred to it by the municipality or municipal entity:

(b) respond to the council on any issues raised by the Auditor-General in the audit report;

(3) In performing its functions, an audit committee-

(a) has access to the financial records and other relevant information of the Municipality

(b) must liaise with

- (i) the internal audit unit of the municipality; and
- (ii) the person designated by the Auditor-General to audit the financial statements of the municipality or municipal entity committee audit

With reference to the above legislation the Audit Committee is compelled to deal with Cost Containment Measures because of the risk that it discloses to the operational functional of the Municipality. The Audit Committee proposes taking the following steps:-

1. Recommend that Ugu's Management make a full disclosure to the Ugu Municipal Council the concerns as set out by the CFO with regard to the necessary cost containment measures and the concerns that are necessary.
2. Drawing the item to the attention of the Auditor General which we are compelled to do in terms of Section 166 of the MFMA.
3. Advising the Municipal Manager and/or the Mayor to urgently contact the MEC at COGTA and Treasury to disclose the contents of the CFO's Reports to us.

Section 6.2 of the Audit Committee Charter, which has been approved by the Audit Committee does in fact deal with the statutory responsibilities of the Audit Committee in terms of Section 166(2) of

the MFMA. That includes advising the Council, Political Office Bearers and the Accounting Management and the Management staff of the Municipalities on matters relating to:-

“(a)

- *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, the annual Division of Revenue Act and any other applicable legislation;*
- *Performance evaluation; and*
- *Any other issues referred to it by the municipality or municipal entity:*

(e) *Perform such other functions as may be prescribed. “*

The Auditor General has suggested that the Audit Committee engage with and provide a level of skill transfer to Ugu’s Treasury department.

3.12 The Issues Remain The Same

1. The assets referred to as PPE (Property Plant and Equipment) still do not properly reflect the assets owned by Ugu and this has a knock on effect on the credibility of the financial statements of the Municipality. Market Demand, the service provider appointed earlier in the year gave the Chair of the Audit Committee an unequivocal undertaking that the assets would be properly dealt with. It is self-evident from the Auditor General’s preliminary Management Report that assets remain a cause for concern.
2. Ugu has no credible water billing system. For that reason it is impossible to budget on income generated from water usage because the accounts which go out are not credible.
3. One of the aspects that arise from this is that Ugu can’t issue legal Summons for unpaid water bills because it cannot prove how much water has gone through a particular meter.
4. Thus, Ugu is completely dependent on voluntary payments by water users rather than being able to send out accounts to consumers and, if they go out at all, are not credible accounts. What is concerning, is that this problem has existed for many years in this regard and yet the Audit Committee see no changes.
5. There are still many large organisations such as Hospitals, Shopping Centres and Government Departments which in fact do not even have water meters or are not connected to the billing system.

-
6. Not enough remedial work is being done to properly align the buildings that do not have water meters; there are examples of Municipalities and other Government Institutions stating that they will not prejudice their own audit outcomes by paying accounts which are not credible and auditable. This is completely understandable, but the loss of revenue to Ugu is vast and runs to tens of millions of Rands in lost revenue.
 7. There are also massive water losses in the system. Ugu buys water and then it is lost without any tabulation of the amount lost.

3.13 Creditors

1. It is quite apparent from the information provided from the CFO to the Audit Committee that there is a monthly budget shortfall of at least R10 million a month. The CFO provided a written document to the Audit Committee as proof of this.
2. It was taken up with the Honourable Mayor. An adjustment by Treasury was provided for; but stated in simple terms; this adjustment presumes a further R10 million a month in water revenue which is in the opinion of the Audit Committee is not feasible and is simply incorrect because payment for water revenue has in fact dropped in real terms over the last years rather than increased for the reasons disclosed above; and as a result there is a material budget deficit which is getting worse each and every month.
3. Because of the drop in revenue; Ugu is unable to pay its creditors. This was disclosed in the consolidated Annual Financial Statements and raised by Ms. Jojo in the meeting concerning the consolidated Annual Financial Statements.
4. It also has to now use Equitable Share from the current financial year to settle historical debt, capital expenditure and operational loss will suffer. In other words the money that was received from Treasury in December 2018 will have to pay debt from the prior year which seriously impacts on Ugu's financial viability.

3.14 Meeting With The Political Leadership

The Audit Committee held meetings with the Political Leadership to draw the concerns of the Audit Committee to the attention of the Political Leadership. A robust and frank discussion took place as between the parties concerned and the Audit Committee shared their views with the Political Leadership concerning:-

1. The precarious state of the Ugu finances.
2. The inability to provide a credible billing system.
3. The failure to deal with property, plant and equipment to the extent that it does not allow for a credible set of financial statements to be produced.
4. Performance Management.
5. Consequence Management.
6. The indifferent attitude of some Senior Managers.
7. The "going concern" risk.

The Political Leadership was frank and sincere and the Honourable Mayor set up meetings with the Finance Department the following day in order to try and address these issues.

It must be stated, and is evident from the significant number of meetings that the Political Leadership, the MPAC Chair and the Honourable Mayor have had with the Audit Committee and attended our other meetings. They have done very well and showed real concern in our view, but Ugu's operational managers do not listen to them or take guidance from them and there is no consequence management.

3.15 Conclusion

It is interesting to note that at some stage during the year that the Municipal Manager stated at an Audit Committee meeting that "the system is not working". This seems to be a general opinion amongst Municipal Managers at many District Municipalities.

The issues of unsustainable water losses, assets, free water to indigent people and the inability send out credible water accounts which has been exacerbated by the unnecessary, in the view of the Audit Committee, implementation of the mSCOA billing system has made it very difficult to run a District Municipality. The reservoirs and pipelines are in a very poor state, and no funds exist to repair them; and huge unbudgeted expenditure occurred during the four strike periods in the year.

Consequently, it is possibly unfair to make wide and generalised comments against Ugu as well as the Management of the Municipality; because most of the tasks are extremely difficult to deal with and the Municipal Manager has to attend to never ending crisis management for much of the year.

However, the Audit Committee's observation is that the Municipality finds itself in a worse position than it was at the same time last year. The going concern issue (the concern that the Municipality might well completely run out of money) as well as the failure to institute a proper revenue collection system so that water can be properly billed and that an income from water, sewage and sanitation can play its vital role of funding Ugu's budget; simply does not seem to improve.

No consequence for those staff members who do not perform their duties ever occur. That is unique in the Ugu family. The Local Municipalities institute consequence management.

There is nothing that the Audit Committee knows of concerning any remedial action at the moment which gives any indication to improve the situation in the next financial year. The Council is requested to intervene through its own committees and through its MPAC and play a more purposeful and outcomes driven role in trying to address the problems within the Ugu structures.

The Audit Committee is available to attend the MPAC meetings on request and to provide guidance and skills transfer.

3.16 Audit Committee assessment and guidance concerning financial competency

The Auditor General has drawn to the Audit Committee's attention that although the Audit Committee is largely an oversight committee concerning the financial affairs of the Municipality that the Audit Committee Members should also satisfy themselves in the competency of the individuals involved in the Municipal finance function in order to place reliance on the information obtained by them.

This forms part of the Audit Committee complying with its function as required by Section 166 of the MFMA where the Audit Committee must advise on matters relating to accounting policies, and the authenticity, the reliability and accuracy of financial reporting as well as the review of the Annual Financial Statements in order to provide a credible view.

The Audit Committee has in the follow-on financial year namely 2018-2019 begun to perform an assessment of the Finance Section of the Municipality concerned. It will include a comment on and review of the effectiveness of the financial function of the Budget and Treasury Office (BTO).

A section will be added to the Municipal External Audit Committee Charter which will include the provisions of the assessment of the officials who fulfil the financial function within the Municipality and to align that assessment within the prescripts of sections 165 and 166 of the MFMA.

4. EVALUATION OF ANNUAL FINANCIAL STATEMENTS

The Audit Committee reviewed the credibility of the draft annual financial statements and consolidated Annual Financial Statements and the Municipalities Performance Management for the year ended 30 June 2017 prior to submission to the Auditor General on the 31 August 2017. The Committee reviewed the accounting policies and practices and evaluated the draft annual financial statements and the draft Consolidated Annual Financial Statements (consolidated with the Entities Statements) based on the information provided to the Committee and considered the integrity of the said statements complying in all material respects with the requirements of the MFMA and Treasury Regulations as well as the requirements of Generally Recognised Accounting Practice (GRAP) and SARS VAT directives. The quality of the draft statements prior to submission to the Auditor General appears satisfactory, but the disclosure notes were incomplete and there were material issues with the trial balance.

5. RESOLUTIONS

With reference to Treasury Circulars, the Audit Committee Resolved as follows, at its Audit Committee meetings for the year in question:-

1. To deal with necessary Auditor General Corrective Action in terms of Section 131 of the MFMA at every meeting.
2. To deal with water billing and water revenue accounts at every meeting.
3. To monitor Performance Management at every meeting.
4. To follow up with regard to the updating of an asset register, valuation of assets and Property Plant and Equipment generally.
5. To consider Ugu's viability as a going concern at each meeting.
6. To consideration of Section 71 Management Reports.
7. To consider VAT.
8. To interrogate supply chain management.
9. To comply with relevant Treasury Circulars.
10. To consider risk, risk committee fraud and emerging risk.

6. AUDIT OUTCOME

The Auditor General awarded the District Municipality an **Adverse Audit Opinion** as the finding; which was a disappointing regression for the District from the prior year.

7. CONCLUSION

I would like to thank Mr. Dladla, Mrs. Jojo and Mrs. Elliott for making themselves available to serve on this Committee and the significant contribution in their interrogation and consideration of draft financial statements and the draft Performance Reports, is helpful to all concerned. As an Audit Committee, we rely to a great extent on Ms. Zevile Dlamini; Manager: Internal Audit and her staff in the Internal Audit Department for their support and assistance and, in particular, for the role they continue to play in improving the accounting and internal auditing systems and controls at Ugu District Municipality. We are indebted to them. The act with integrity, and, we suspect under very difficult circumstances leading to limitations in their scope.

The Auditor General has given on-going guidance, COGTA and Treasury are invitees to our meetings, but their attendance at meetings is haphazard and they provide little guidance or input.

The Political Leadership have tried very hard to ameliorate the issues. They have been available on request to the Audit Committee and the Chair and many meetings took place. The Honourable Mayor and the Municipal Manager made some harsh and robust speeches to Management but Management have a unique and disappointing attitude compared to the rest of the Municipalities in the Ugu District.

There has been robust discussion with the Internal Auditor and the Municipal Manager, the MPAC Chair, the Honourable Speaker and the Honourable Mayor. We are also grateful to the helpful and very honest input of the Municipal Manager and Internal Audit and their integrity in all matters.

Mr Paul Preston

Chairperson: Ugu District Municipality

Shared Services Audit Committee

Date: December 2018

Disclosures of Financial Interests		
Period 1 July to 30 June of 2017/2018		
Position	Name	Description of Financial interests* (Nil / Or details)
Mayor	MA Chiliza	Taxi Owner
Member of Mayors Committee / EXCO		
	IM Mavundla	None
	PH Mthiyane	Taxi owner
	NT Zwane	None
Councillors	MA Manyoni	None
	SN Caluza	None
	ZR Gwabe	None
	PT Naude	Hibiscus hospital
	LMR Ngcobo	Millennium Contraction
	SP Mthethwa	Stomp Dayard (pty) ltd, taxi owner
	BE Machi	None
	NH Gumede	None
	WT Dube	Taxi owner, kusabelele investment
	DMM Hlengwa	None
	JJ East	None
	SR Ngcobo	None
	ZE Ngcobo	None
	MPL Zungu	None
	N Mweshe	None
	ZZ Msani	None
	D Nciki	None
	HJ Ngubelanga	None
	TA Disane	None
	DA Ngubo	None

	NC Mqwebu	None
	H Mbatha	None
	GS Mngomezulu	None
	BT Cele	None
	R Nair	None
	GD Henderson	Property company, Anglo American, Anglo platinum, aspen, Billiton, discovery, DRD gold, kumbha, net care, old mutual, Sanlam, Steinhoff, Vodacom, better bond.
	A Rajaram	KZN Hydronics
	S Chetty	None
	MW Xolo	None
	MS Lubanyana	None
	ZD Cele	None
	TB Cele	None
	BS Nzimakwe	None
	ZR Qwabe	None
	ZGB Msomi	None
	RS Shinga	None
	B Ntusi	None
	SE Khawula	None
	LM Mzimela	Sanlam, Southern Ambition 1036cc, IPM Plants hire, Vuyie Xolie Contractions
Municipal Manager	DD Naidoo	Business Partner – Sak Investments GC Reddy Via Super Auto Midas, Picorite Investments.
Other S57 Officials		
GM: CORPORATE SERVICES	Vuyiwe Tsako	Arts and Craft display at Craft Square
GM: TREASURY	Mkhululeni Dlamini	Director: Ubungwethu Accounting, Masandie and Girlie Financial Services, Umthelelo enterprises
GENERAL MANAGER : IED	Zakithi Mbonane	KZN Development Consultants: Director
GM: WATER SERVICE	Lungile H Cele	None

APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS

APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE

APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE

APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES

APPENDIX M (i): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME

APPENDIX M (ii): CAPITAL EXPENDITURE – UPGRADE/RENEWAL PROGRAMME

APPENDIX N – CAPITAL PROGRAMME BY PROJECT YEAR 0

APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD YEAR 2017/2018

APPENDIX Q – SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION

APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY

APPENDIX S – AUDITOR GENERAL REPORT