

MKHAMBATHINI LOCAL MUNICIPALITY

ANNUAL REPORT

2010-2011(DRAFT)



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MAYORS TEAM



Back Row (left to right)

Cllr SP Goqo; Cllr Cllr M R Nthuli; Cllr M K Mkhize ; Cllr B Zondi; Cllr T A Gwala; Cllr S Tovenrath; Cllr S Wanda; Cllr F J Ngubane; Cllr M E Ngcongco

Front Row (Left to right)

Cllr F P Msomi; Cllr M Nene; Cllr T E Maphumulo (Honourable Mayor); Cllr E Ngcongco (Deputy Mayor) ; Cllr T Z Maphumulo (Speaker)

VISION

By the year 2020 Mkhambathini will be a sustainable developmental municipality with improved quality of life for its entire people in areas of basic services, social, economic and environmental development.

MISSION

Mkhambathini Municipality commits itself to the following:

- Upholding our leadership vision,
- Working with integrity in an accountable manner towards the upliftment of the community
- Protecting and enhancing the interests of our clients at all times.
- Consistently performing our functions with transparency , honesty and dedication in dealing with clients,
- Responding promptly to the needs of our clients,
- Subscribing to the Batho Pele

DEVELOPMENT GOALS

The following long-term development goals have been identified based on the above key performance areas:

- To build an efficient and sustainable local government structure.
- To promote an equitable access to infrastructure and basic services.
- To create a condition conducive to economic development.
- To promote sustainable social and economic development.
- To create a spatial framework that facilitates an equitable distribution of development.
- To promote sustainable and integrated land use pattern



CHAPTER ONE

Chapter 1: Introduction and Overview

1.1 Mayoral Foreword



CLLR T E MAPHUMULO **HONOURABLE MAYOR**

I'm presenting this report, as the mayor of Mkhambathini Local Municipality, for the review period 2010/2011 to all stakeholders in the sector and the public in general. The Mkhambathini municipal council is unwavering in its commitment to achieve a sustainable, economically-successful and democratic community by striving to reduce poverty and providing good quality life for all.

The reporting period has been one of acknowledgeable challenges, but also of numerous achievements as we continue to focus momentarily on the provision of services to our people as part of our quest to explore prosperity and a better life for all. It should give our people a sense of hope and optimism that we are indeed serious about achieving our vision of exploring prosperity.

The Annual Report of Mkhambathini Local Municipality seeks to portray and demonstrate our activities during the review and is based on sound information and management systems. This report is presented in accordance with the provisions of Section 121 of the Municipal Finance Management Act, No.56 of 2003 and includes a generic core of demographic and geographic information that is relatively consistent from year to year.

Our single biggest concern remains the provision of basic housing and allied services to the poorest of our communities, however we are persistence in this matter will yield results very shortly. The year under review has been a challenging one, and in presenting this report, we acknowledge progress made during the 2010/2011 financial year as well as the challenges that lie ahead.

“As the Mayor, I will make sure that I serve every party in the Council as well as every resident.” Together we must work towards building the strongest municipality that will invite investors, business and labour movements to help create jobs and alleviate poverty.

We will continue to ensure our requisites in terms of the Constitution 108 of 1996 and other relevant Local Government legislation is utilized adequately and positively to create fairness, equity, reliability and consistency in improving consultation and involvement of our communities, political structures, internal structures, government sectors, and other interested organisations in the core business as a Local Municipality.

I would like to thank all members of Council, officials and the public for their support during a very challenging year, the new financial year will be equally, if not more challenging and I look forward to working with you all to achieve a better life for all citizens.

Let us work together as a team to address the challenges ahead of us, by working together we can do More. In the spirit of Batho Pele we hereby command all citizens of Mkhambathini to put their shoulder to the wheel to ensure that our municipality is able to build on the achievements scored during the course of the past financial year into the future.

A special thanks to the Speaker, members of the Municipal Council, the Municipal Manager and his team for the continued guidance and support.

1.2 Municipal Manager's Statement



MR D A PILLAY MUNICIPAL MANAGER

As the Municipal Manager of Mkhambathini Local Municipality, I am privileged to have this opportunity in presenting the Annual Report of Mkhambathini Local Municipality for the 2010/2011 financial year. The report has been compiled as per the provisions of Section 46 of the Local Government: Municipal Systems 32 of 2000 and the Local Government: Municipal Finance Management act 56 of 2003.

This Report records progress made by the Municipality in fulfilling its objective as reflected in the Integrated Development Plan, the Budget, and the Service Delivery and Budget implementation Plan and in upholding the Council vision which is ***“By the year 2020 Mkhambathini will be a sustainable developmental municipality with improved quality of life for its entire people in areas of basic services, social, economic and environmental development*”**

Mkhambathini Local Municipality's nature of service is emphasized in its vision which is informed by the Batho Pele Principles, and with the implementation of a Performance Management System, it is anticipated that Mkhambathini will be in a better position to deliver on its developmental mandate as entrenched in the Constitution.

The focused attention on our institutional capacity has indeed yielded positive results, we have for the second consecutive year achieved an unqualified audit report, given to the quality of the Audit report is a benchmark of corporate governance in public administration, we can conclude that we have attained a measured sense of administrative and financial stability.

As Mkhambathini Local Municipality, we will challenge ourselves as administration to ensure that we fulfill on our developmental local government goals.

Lastly, it is also necessary to mention that we have tried to adhere to the principles of good Governance as we believe that good governance is integral to economic growth, the Eradication of poverty and for the sustainable development of the community we serve.

We table this report in the spirit of Batho Pele, putting our people and communities first, and this report bears our testimony to our commitment for setting platforms to achieving more desired outcomes for the years ahead. We will build on the achievements and draw lessons learnt from the challenges we came across, together with our community and stakeholders, we will ensure that a quality and sustainable delivery of municipal services is promoted by focusing on continual improvement.

I would like to thank the Mayor, members of the Executive Committee, all Councilors and staff for their contributions in making 2010/2011 a success.

1.3 Purpose of the Annual Report

According to Section 121 (2) of the Municipal Finance Management Act (MFMA), read with MFMA Circular No 32, the purpose of an annual report of a municipality is to:

- Provide a record of activities of the Municipality;
- Provide information that supports the revenue and expenditure decisions;
- Provide a report on performance in service delivery against Budget; and
- Promote accountability to the Local community for the decisions made throughout the year by the Municipality.

1.4 Overview of the Mkhambathini Local Municipality

Mkhambathini Local Municipality was established in terms of Section 155(1) (b) of the Constitution of the Republic of South Africa (1996) following the 2000 local government elections. It is one of the seven (7) category B municipalities comprising Umgungundlovu District Municipality. It shares municipal executive and legislative authority with Umgungundlovu District Municipality.

Mkhambathini Municipality has its offices in the town of Camperdown, it has several comparative advantages. It is well located in relation to Durban and Pietermaritzburg and adjoins Cato Ridge, a potential industrial node. The N3, which is identified in the Spatial Growth and Development Strategy as a Provincial Corridor, runs east west through the central part of the municipal area.

Significant portions of the municipality fall within the Valley of a thousand hills (with Table Mountain a major landmark), an area with high potential for eco-tourism, and in the Midlands Mist Belt, which has a well established agricultural economy.

Mkhambathini features the second highest concentration of poultry producers in the world, supported by a network of services suppliers, as well as pig and beef farming. Agricultural production includes vegetables, maize and sugar. Tourist attractions in the area include the Mkhambathini Table Mountain, Valley of a thousand hills, game reserves, Tala Game Reserve, Nagle Dam, cultural activities, Duzi canoeing, flying micro lights and strawberry picking.

1.4.1 Population Size

Mkhambathini Municipality is located within Umgungundlovu which is one of the fastest growing districts in the province in both demographic and economic terms. Below is a comparison of population Distribution per Local Municipality. The population is spread unevenly among the seven local municipalities with the majority being in the Msunduzi Municipality.

Table 1: Population Distribution by Local Municipality

Municipality	2003	2004	2005	2006	2007
KZN221: uMshwathi Local Municipality	108,842	108,866	108,854	108,677	108,445
KZN222: uMngeni Local Municipality	77,603	78,004	78,344	78,529	78,645
KZN223: Mpofana Local Municipality	39,082	39,754	40,352	40,825	41,225
KZN224: Impendle Local Municipality	31,157	30,193	29,311	28,479	27,715
KZN225: The Msunduzi Local Municipality	565,870	567,748	569,353	570,033	570,381
KZN226: Mkhambathini Local Municipality	61,258	62,071	62,789	63,340	63,790
KZN227: Richmond Local Municipality	62,094	61,485	60,912	60,301	59,710

Source: Adapted From raw data supplied by Global Insight Africa International 2008

The local municipalities that have experienced population growth have recorded economic growth. This growth could be due to two factors, that is retention of population or attraction of immigrants to areas of economic opportunity. Although Mkhambathini has the fourth smallest population in the district, it is one of the areas that have experienced a net population increase between the years 2003 and 2007. This is attributed to a number of factors including its strategic location in relation to Pietermaritzburg and Durban which creates opportunities for commuting between the municipal area and each of these economic centres. This emphasises the importance of rural urban linkages in addressing development at a district level and at a local level. Impendle and Mkhambathini are the most rural in nature of all municipalities in the District.

1.4.2 Gender Distribution

Mkhambathini Local Municipality's population is slightly imbalanced with females outnumbering their male counterparts. According to the 2007 Stats Community Survey data approximately 24525 of the total population are women while males accounts for only 22045 of the total population. This confirms the national and provincial trend that a higher proportion of women than men are found in rural areas. It also emphasises a need to mainstream gender issues in all development programs.

Table 2: Gender Distribution

	KZN221: uMshwathi Local Municipality	KZN222: uMngeni Local Municipality	KZN223: Mpofana Local Municipality	KZN224: Impendle Local Municipality	KZN225: The Msunduzi Local Municipality	KZN226: Mkhambathini Local Municipality	KZN227: Richmond Local Municipality
Male	52486	41550	15187	18185	298410	22045	28080
Female	60566	43233	16336	21212	318319	24525	28693
Grand Total	113052	84783	31523	39397	616729	46569	56773

1.4.3 Employment Profile

Mkhambathini Municipality is characterised by a high unemployment rate. The table below indicates the number of employees in Mkhambathini Local Municipality area. Approximately 8387 of the total working force are employed. Due to the high rate of illiteracy 6403 people are unemployed which constitutes to high rate of poverty.

Table 3: Employment Status

	Employed	Unemployed	Not economically active	Not applicable/Institutions	Grand Total
KZN221: uMshwathi Local Municipality	21697	11458	33785	1135	68074
KZN222: uMngeni Local Municipality	30578	10531	12712	3080	56900
KZN223: Mpofana Local Municipality	9565	3180	5993	1035	19774
KZN224: Impendle Local Municipality	8026	3445	9187	986	21645
KZN225: The Msunduzi Local Municipality	156565	97814	129887	27382	411648
KZN226: Mkhambathini Local Municipality	8384	6403	14441	716	29944
KZN227: Richmond Local Municipality	14846	4030	13945	2003	34824
Grand Total	249661	136862	219950	36337	642810

Source: Stats SA Community Survey 2007

The overall unemployment level is higher than the current national estimates of unemployment, using the expanded definition, which is around 40%, it is below the district average of 46%.

1.4.4 HIV/AIDS

For agricultural sector to continue thriving in this HIV/AIDS age it need to shift its focus from being labour intensive capital intensive. The increase in the number of orphans and object poverty will eventually force the government to spend more on social activities rather than on capital infrastructure, which propels economic development. This will have a negative impact on the ability of the municipality and the locality, as investments rely heavily on the availability of capital infrastructure.

Statistics

- Estimated infection rate in the Mkhambathini Municipality area : 70%
- Estimated number of children who lost a parent : 85%
- Estimated number of children who lost both parent : 65%
- All wards are the worst hit.
- HIV patients that receive home based care : 40%

Mkhambathini NGO'S

- Makhalima
- Thembaletu
- Sinani
- Act of Grage

Fact File

- Ward HIV Forums had been established.
- LAC formed and launched on the 01 August 2008.
- Induction workshop on the 18 September 2008.
- Strategic Plan to be drafted at the HIV summit.

HIV Education

- HIV education is facilitated by Sinani NGO utilizing volunteers that they have been trained.
- HIV education is being implemented by the HIV co-ordinator to high schools.

Challenges

- There are no hospitals within the Municipality; there are 4 fixed clinics and mobile clinic visits at once per month.
- Mkhambathini is characterized by majority of its residents living in rural areas, and there is high illiteracy, poverty, unemployment and ignorance and that result to the HIV awareness and Education being ignored.

Table 4: HIV and AIDS Profile, uMgungundlovu District Municipality relative to Local, Provincial and National Estimates

Locality	Population 2007	HIV Estimate 2003	HIV Estimate 2007	Difference 2003-2007
District Municipality	949,911	167,470	150,943	-16,526
Msunduzi LM	570,381	98,493	89,356	-9,137
uMgeni LM	78,645	13,563	12,315	-1,247
uMshwathi LM	108,445	19,851	17,697	-2,155
Mkhambathini LM	63,790	11,304	10,522	-782
Richmond LM	59,710	11,801	10,175	-1,626
Mooi Mpofana LM	41,225	7,711	7,311	-400
Impendle LM	27,715	4,747	3,567	-1,179

Source: Global Insight Africa International 2008

The table above represents the HIV and AIDS profile of the uMgungundlovu District relative to the local, provincial and national estimates. It can be deduced from the table that Mkhambathini Local Municipality HIV and AIDS estimates are large.

1.4.5 Tourism

The municipality has a number of cultural, historical and natural assets, which have begun to form the basis of an emergent tourism industry. The main features of the existing tourism sector are:

- Eco-tourism: Private Game ranches offering up-market accommodation and wildlife trails for Local and International visitors (including Tala Game Reserve, Ntsingisi Game Lodge and Spa and Gwa Humbe Game Reserve) and wildlife sanctuaries (African Bird of Prey Centre, the Lion Park and Natal Zoological Gardens).
- Agro-tourism: The Country Capers Tourism Route comprises several auto routes that meander through the municipality, linking it to adjacent areas (Thornville, Baynesfield, Richmond, Ashburton, Byre Valley and Inchanga) and other tourism routes (Albert falls Amble and 1000 Hills Tourism) offering farm style, self-catering, bed and breakfast and guest lodge accommodation, scenic views and peaceful retreats.
- Adventure Tourism: The area is host to a number of adventure and sporting activities including off-road motorcycle and car races, canoeing events on Nagle Dam, mountain bike races (cycling), microlighting, skydiving, waterskiing and hiking trails. Not to mention the Comrades Marathon and aMashovashova cycle race which also pass through the area. All of which bring National and International visitors to the area.

Tourism attractions are generally located close to the main roads traversing the municipality. Ownership of the tourism industry tends to be highly concentrated with little involvement by rural communities. Participants at community workshops called for the exploitation of undeveloped tourism potential in the municipality, their involvement in tourism development and related income-generating opportunities, as well as the need for education about the benefits and obligations of tourism.

Mkhambathini Municipality has unique destinations which combine the best of nature and agriculture environments. The diversity of facilities provides entertaining activities for the entire family. Key areas are as follows:

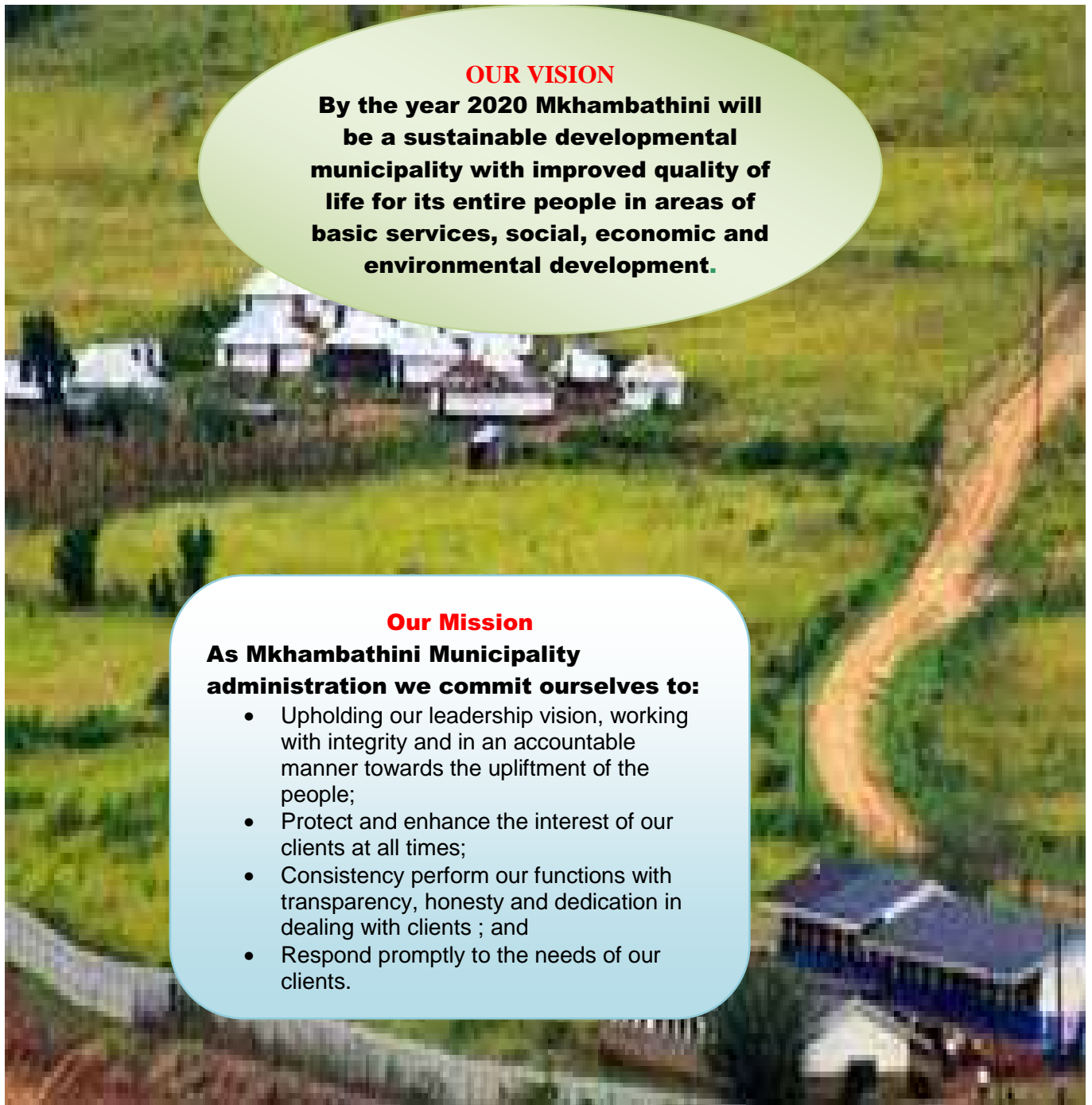
- Tala Valley
- Lion Park and Zoo
- African Bird of Prey Sanctuary
- Nagle Dam
- Table Mountain (natural area)
- Rosie Antique barn
- Hot air Balloon in Tala Valley
- Guahumbe Game Reserve
- Emoyeni Micro lighting
- Wingfield Nature Reserve



Ezigeni Poultry Project _ Ward 5

1.5 Executive Summary

1.5 1 Vision, Mission, Principle and Values



OUR VISION

By the year 2020 Mkhambathini will be a sustainable developmental municipality with improved quality of life for its entire people in areas of basic services, social, economic and environmental development.

Our Mission

As Mkhambathini Municipality administration we commit ourselves to:

- Upholding our leadership vision, working with integrity and in an accountable manner towards the upliftment of the people;
- Protect and enhance the interest of our clients at all times;
- Consistency perform our functions with transparency, honesty and dedication in dealing with clients ; and
- Respond promptly to the needs of our clients.

Our Principle and Values

The Mkhambathini Municipality subscribes to and applies the following Batho Pele Principles in the delivery of its mandate:

1. Consult customers on their service delivery needs
2. Inform customers on the level and quality of services they are entitled to receive
3. Improve access to services
4. Treat Customers with courtesy and respect
5. Provide customers with full and accurate information about services
6. Be open and transparent with regard to the management of the Municipality
7. Deal with complaints promptly and take remedial action to improve services
8. Provide value for money services

Legislative Mandates

The primary legislative mandate of the municipality systems from chapter 7, section 151 (2) of the Constitution of the Republic of South Africa, which states that –
The municipality must strive within its administrative and financial capacity, to meet the objects of local government which are to:

- Provide democratic and accountable government for local communities
Ensure sustainable provision of services to communities;
- Promote a safe and healthy environment; and to
- Encourage communities to become involved in local government matters.

The constitution also requires municipalities to structure and manage their administrations, budgeting and planning processes in such a manner as to:

- Prioritize the basic needs of the communities;
- Promote the social and economic development; and
- Participate in national and provincial development programmes.

These constitutional stipulations are also reinforced in section 73(1) of the Local Government: Municipal Systems Act No. 117 of 1998.

The constitution is further supported by the following Acts which were created solely for the furtherance of the municipalities' constitutional mandate:

- Local Government: Municipal Structures Act No. 117 of 1998
- Local Government: Municipal Systems Act No. 32 of 2000
- Local Government: Municipal Finance Management Act No. 56 of 2003
- Local Government: Municipal Property Rates Act No. 6 of 2004
- Division of Revenue Act
Development Facilitation Act

Section 84(1) Powers and Functions not yet provided

- Child Care Facilities
- Electricity Reticulation
- Water and Sanitation
- Municipal airport and Parking
- Municipal health services
- Municipal Public Transport and Pounds
- Pontoons and Ferries
- Beaches and amusement facilities
- Billboards and the display of advertisements in public places
- Markets, Municipal Abattoirs
- Environmental Health



CHAPTER TWO

Chapter 2: Performance Highlights

2.1 Services provided by Mkhambathini Municipality

The main responsibilities of Departments during 2010/2011 are reflected below:

Office of the Municipal Manager

- Provide strategic direction in pursuance of mandates
- IDP review and implementation
- Internal Audit/External Audit
- Implementation of special mayoral projects
- Legal compliance
- Service delivery improvement
- Municipal Electoral Management
- Sound Labour Relations
- Public participation
- Anti-corruption Strategy
- Performance Management
- Powers and functions of an Accounting Officer

Department of Technical Services

- Access to water
- Access to sanitation
- Access to electricity
- Roads and storm water management
- Waste management
- Sustainable human settlement
- Land use management
- Provision of public facilities
- Development Planning
- Building Control

Department of Financial Services

- Implementation of the MFMA
- Budgeting and Reporting
- Income Control
- Expenditure Control
- Supply Chain Management
- MPRA
- Municipal Property Rates
- Asset Management

Department of Administration and Corporate Services

- Human resource management
- Information communications technology
- General Administration
- Secretarial services to committees
- Document management(Archives)
- Library services
- Motor licensing
- Learners License

Department of Community Services

- Core functions
 - Local economic growth
 - HIV/AIDS
 - GDYC(Gender, Disability, Youth & Early Child Development)
 - Tourism
 - Arts & Culture
 - Sports & Recreation
 - Pauper Burial
 - Waste Removal
 - Disaster Management
 - Management of Indigent Register

- Non-core functions
 - Promote literacy
 - Improve the standard of health
 - Improve social security
 - Reduce crime
 - Promote land reform
 - Environmental health



CHAPTER THREE

CHAPTER 3: Human Resource and Organisational Management

3.1 Functional and organisational structure

3.1.1 Organogram

Refer to Annexure A

3.1.2 Political Structures

**MKHAMBATHINI LOCAL MUNICIPALITY
COUNCIL
REPRESENTED BY**

HER WORSHIP, THE MAYOR
COUNCILLOR
T E MAPHUMULO

HIS WORSHIP, THE DEPUTY MAYOR
COUNCILLOR
E NGCONGO

THE HONOURABLE SPEAKER
COUNCILLOR
T Z MAPHUMULO

EXCO MEMBER
COUNCILLOR
F P MSOMI



COUNCILLORS

Cllr.T.A Gwala	Ward Councillor
Cllr.F.J. Ngubane	PR Councillor
Cllr.S.P Goqo	Ward Councillor
Cllr.M.Nene	Ward Councillor
Cllr.M.E.Ngcongo	PR Councillor
Cllr.E Ngcongo	Ward Councillor
Cllr.M.R.Ntuli	Ward Councillor
Cllr.M.K.Mkhize	PR Councillor
Cllr.B.Zondi	PR Councillor
Cllr.S.Tovenrath	PR Councillor

COMMITTEES

Political Liaison Committee	Finance Committee
Economic Development and Planning Committee	Local Labour Forum
Audit Committee	Human Resource Committee
Executive Committee	Housing Committee

CLUSTERS

Technical Cluster Committee	Financial Cluster Committee
Disaster Cluster Committee	Local Sports Cluster Committee
Planning Cluster Committee	

3.2 Municipal Transformation and Institutional Development

WORKPLACE SKILLS PLAN:

- A workplace skills plan is a plan that is approved by LGSETA and it outlines the training and development in an organization for the period of one year.
- It also requires information such as the number of people trained in the organization by their job type and race, organization strategic priorities for skills development, details of the education and training needed to achieve these priorities.

EMPLOYMENT EQUITY PLAN

- This plan represents the critical link between the current workforce and the possible barriers of employment policies and procedures.
- The employment equity plan also indicates remedial steps to ultimately result in employment equity in the workplace.

POLICIES

HIV/AIDS POLICY

- This policy ensures that no one is deprived the right to employment although he/she is HIV infected or positive.

EMPLOYMENT EQUITY POLICY

- The objective of this policy is to continuously create an environment that permits equal opportunity for advancement,
- In order to redress past imbalances and to eliminate the conditions of individuals and groups who have been previously disadvantaged on the grounds of race, gender or disability.

LEAVE POLICY

- The objective of this policy is to regulate all forms of leave that are accrued and due to employees as a benefit and to outline procedures to be followed for granting and taking of such leave.

RECRUITMENT & SELECTION POLICY

- This policy ensures that the candidate who bests meets the selection criteria is appointed.

a) Number of staff employed per organisational component and function

Organisational component / function	Total approved posts	No of vacant posts
Office of the Municipal Manager		
• Municipal Manager	1	0
• Personal Assistant	1	0
• Administration Officer to the Municipal Manager	1	0
Mayors Parlour		
• Honourable Mayor	1	0
• Personal Assistant	1	0
• Deputy Mayor	1	0
• Personal Assistant	1	0
• Speaker	1	0
Department of Community Services		
• Community Services Manager	1	0
• Personal Assistant	1	0
• Disaster Management	1	0
• Senior Community Services Officer	1	0
• Local Economic Officer	1	0
• Tourism Officer	1	0
• Community Liaison Officer	1	0
• Youth Co-ordinator	1	0
Department of Technical Services		
• Technical Services Manager	1	0
• Personal Assistant	1	0
• Development Planning Officer	1	0
• Building Control	0	1
• Senior Technician	0	1
• Assistant Town Foreman	1	0
• Bricklayer	1	0
• Handyman	2	0
• Handyman Assistant	1	0
• Carpenter	0	1
• Workshop Assistant	1	0
• Street/ Toilet Cleaner	1	0
• Plumber	0	1
• GIS Officer	0	1
• Housing Officer	0	1

• PMU Officer	0	1
Department of Financial Services		
• Chief Finance Manager	1	0
• Personal Assistant	1	0
• Income Accountant	1	0
• Expenditure Accountant	1	0
• Accountant Payroll	1	0
• Assistant Accountant Income	1	0
• Cashier	1	0
• Budget Intern	5	0
• Supply Chain Practitioner	0	1
• Assistant Procurement Officer	0	1
• Asset management Officer	0	1
Department of Corporate Services		
• Administration/Corporate Manager	1	0
• Personal Assistant	1	0
• Senior Administration Officer	1	0
• Committee Officers	2	0
• Receptionist	1	0
• Cleaners	3	0
• Driver	1	0
• VIP Protection	3	0
• Records Officer	0	1
• Interpreter	0	1
• Registry Clerk	2	0
• Motor Licensing Supervisor	1	0
• Learners License Examiner	3	0
• Motor Licensing Clerks	2	0
• Motor Licensing Filing Clerk	1	0
• Human Resource Officer	1	0
• Human Resource Clerk	1	0
• Librarian	1	0
• Assistant Librarian	1	0
• IT Co-ordinator	0	1
• Cyber Cadet	1	0

b) Skills or levels of education attained

SKILLS OR LEVELS OF EDUCATION ATTAINED

NUMBER OF STAFF EMPLOYED THAT ARE:

GRADUATES - 19
ARTISANS - 0
UNSKILLED - 15
TOTAL - 34

PERSONNEL EXPENDITURE OVER THE LAST THREE YEARS

PERSONNEL BUDGET

2008/2009 – R10,641,346.06
2009/2010 – R11,395,638.32
2010/2011 – R12,589,311.93

PENSION AND MEDICAL AID SCHEME MEMBERSHIP

EMPLOYEE MEMBERSHIP OF PENSION SCHEMES

Natal Joint Municipal Pension Fund- 23
Natal Joint Municipal Provident Fund- 43
Natal Joint Municipal Retirement Fund – 2
Government Employees Pension Fund -0
TOTAL -68

EMPLOYEE MEMBERSHIP OF MEDICAL AID SCHEMES

KEY HEALTH – 3
SAMWUMED –8
LA HEALTH –15
BONITAS –10
HOSMED –0
TOTAL -36

MONIES OWED:

OWED BY STAFF – 0

OWED BY COUNCILLORS - 0

EMPLOYMENT STATUS OF ALL STATUS

Permanent employees - 83

Contract employees - 2

Section 57 employees - 5

Learnerships and interns - 3

Temporary employees - 62

DEMOGRAPHIC PROFILE OF PERMANENT EMPLOYEES

Occupational level	Female				Male				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Section 57	2				2		1		5
Middle management									
Other staff	37		3	2	34	1			78
Total	39		3	2	36	1	1		83

**DISCLOSURES CONCERNING REMUNERATION OF POLITICAL OFFICE BEARERS
AND SECTION 57 MANAGERS**

	Normal		Pensions	Medical Aid	Other	Travel & motor car
Mayor, Executive Councillors and S 57 managers	Salaries & Wages	Medical aid contributions	Travel & Motor Car allowance	Subsistence	Housing Benefits	Other benefits & allowance Cellphone
MAYOR	388654.31	7287.96	115862.06	826.00		17661.00
EXCO	782793.67		233171.72			46336.00
MANAGERS	1355584.38		154000.00	13403.44	111000	25748.20

3.4.1 PERFORMANCE REPORT INCLUDING MEASURES TO IMPROVE PERFORMANCE

The Mkhambathini Municipality has five departments and each department is headed by a Manager that is accountable to the Municipal Manager, Listed below are the key objectives pertinent to each department as per their performance agreement.

ADMINISTRATION DEPARTMENT

Key Objectives	Key performance indicators	Performance targets	Performance Achieved & measures to improve performance
KPA: Institutional development and transformation			
1. To ensure implementation of the Batho Pele policy in order to improve service	Obvious service delivery improvements implemented	Obvious service delivery improvements implemented 31 Dec 2010	Addressed obvious areas of improvement timeously

2. To improve the overall performance of the municipality	Revised Policy Framework	Revised Policy Framework submitted for approval 31 March 2011	A PMS Framework does exist , measures will be taken to revise it in the new financial year
	Completed SDBIPs	Revised SDBIPS submitted for approval 31 June 2011	SDBIP's was adopted by Council and submitted timeously
	Completed individual performance appraisals	Individual performance appraisals completed in line with approved policy framework and within one month of the close of the financial year	Performance agreements were adopted by Council and signed by all Section 57 managers
3. To develop internal capacity for effective local governance	Aligned organizational structure with the IDP	Structure aligned and submitted for approval by 31 March 2011	Aligned organisational structure
	Completed Skills Development Review Plan	Completed Skills Development Review Plan by 30 June 2011	Complete
	Completed Employment Equity Plan	Employment Equity Plan by 1 October 2011	Complete
	Review, update and implement human resource policies	All policies reviewed and updated as required	Complete
4. To maintain an efficient and effective ICT system	Effective ICT service in place	Effective ICT service in place throughout the year	Complete
5. Committees: To produce accurate and timeous	Compliance to approved rules	Full compliance with approved procedures for each meeting	Attending meetings regularly

documentation to relevant stakeholders			
6. Registry: To manage a reliable document management system	Municipal Filing System completed	Municipal Filing System finalized by 30 June 2011	Still in progress, delayed by the unavailability of the consultants, and lack of capacity to continue, but it is a working progress
7. Library: To broaden the usage of the library for the community	Operational community resource	Operational community information resource centre by 31 Dec 2011	Operational Community resource Library
8. Licensing: To provide an efficient and effective licensing service	Compliance to the Transport service standards	Full compliance to the transport service standards by 30 June 2011	Already in compliance
Financial management			
9. To manage the budget and ensure that objectives are pursued in an economical, efficient and effective and manner	Economical, efficient and effective results	Economical - cost-benefit analysis conducted by managers analysed on a quarterly basis and feedback given	Done accordingly and reported on at management meetings
		Efficient - Initiatives introduced to increase productivity and / or combat fruitless expenditure	To combat expenditure, no overtime was paid and money to utilize the telephone was reduced.
		Effective - works towards 100 % achievement of SDBIP objectives	
People management and empowerment			
10. To lead , direct and	An “employer of choice” environment created	Facilitates a friendly working	Is practised daily

manage staff so that they meet their objectives		<p>environment where employees:</p> <p>Cooperate and communicate;</p> <p>Do their share of the work;</p> <p>Help out in times of crises;</p> <p>Support decisions taken;</p> <p>Are used to their full potential;</p> <p>Continuously develop; and</p> <p>Are encouraged to be innovative.</p>	
Client orientation and customer focus			
11. To promote a customer friendly service	Implemented <i>Batho Pele</i> Programme	<p>Customers are consulted and their suggestions are implemented</p> <p>Performance is measured against service standards</p> <p>Steps are taken to improve access to services</p> <p>A Code of Conduct on Customer Care is implemented</p> <p>A Service Commitment Charter is in place</p> <p>An Annual</p>	Is Practised Daily

		Performance Report is provided to customers	
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3.4.2 COMMUNITY SERVICES DEPARTMENT

Key Objectives	Key performance indicators	Performance targets	Performance Achieved & measures to improve performance
KPA : Social development services			
1. To promote literacy	Established a Local Education Forum	All meetings attended accordingly to schedule	All meetings were attended to accordingly
2. To deal with all disaster related matters informed by the district's Disaster Management Plan	Implementable disaster management plan	Implementable plan submitted to Council for adoption by 31 July 2011	In progress, there is a financial constraint, as money is required to develop the plan.
	Contingency Plan developed	Contingency Plan developed in consultation with the District and stakeholders by Aug 2011	In progress as meetings are conducted with the District are ongoing
	Establish disaster management forum	Established Disaster Management forum representing stakeholders by 30 June 2011	Established a Disaster management forum and it is effective.
3. To promote the interests of gender, disability, youth and children (GDYC)	Implemented Programme	Implemented Programme by 30 June 2011	Budget constraints, the municipality will develop measures in the new financial year
4. To develop talent in all sports codes within communities	SALGA-KZN Sports Programme implemented	SALGA-KZN Sports Programme implemented by 30 June 2011	Sports programme was implemented accordingly.

	Sports Forum established	Established sports forum representing stakeholders by 30 June 2011	Sports Forum was established.
5. To combat HIV and Aids	Implement an HIV and AIDS Plan	HIV and Aids Plan implemented by 30 June 2011	HIV and AIDS plan was adopted by Council and it is been implemented accordingly.
6. To manage and effective utilization of all community facilities	Clean and usable facilities	Clean and usable facilities throughout the year	Clean and usable facilities are available throughout the year
7. To promote arts & culture within the municipal area	Calendar of events	Calendar of events implemented by 31 Aug 2011	Arts and Culture events were held accordingly
8. To promote an environmentally healthy municipality by systematically addressing environmental health issues	Monthly Programmes executed	Complete monthly programmes and submission of monthly reports	Completed monthly programmes and submission of monthly reports
9. To conduct waste management in line with the District's Integrated Waste Management Plan	Communication channels established	All enquiries from communities attended to within two week of receipt	All enquires were attended to accordingly
	Awareness campaign implemented	Awareness campaign implemented in 7 wards by 30 June 2011	In Progress
10. To create employment through the promotion of	Poverty Alleviation Programme implemented Cooperatives	Poverty Alleviation Programme implemented by 31 Oct 2010	Financial Constraints

Cooperatives & SMME's	SMME's		
Financial management			
11. To manage the budget and ensure that objectives are pursued in an economical, efficient and effective and manner	Economical, efficient and effective results	Economical - cost-benefit analysis conducted on most costly projects	Done
		Efficient - Initiatives introduced to increase productivity and / or combat fruitless expenditure	
		Effective - works towards 100 % achievement of SDBIP objectives	
People management and empowerment			
12. To lead , direct and manage staff so that they meet their objectives	An "employer of choice" environment created	Facilitates a friendly working environment where employees: Cooperate and communicate; Do their share of the work; Help out in times of crises; Support decisions taken; Are used to their full potential; Continuously develop; and Are encouraged to be innovative.	Is Practised Daily
Client orientation and customer focus			
13. To promote a customer friendly service	Implemented <i>Batho Pele</i> Programme	Customers are consulted and their suggestions are implemented Performance is measured against service standards Steps are taken to improve access to services A Code of Conduct on Customer Care is	Is Practised daily

		<p>implemented</p> <p>A Service Commitment Charter is in place</p> <p>An Annual Performance Report is provided to customers</p>	
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3.4.3 FINANCE SERVICES DEPARTMENT

Key Objectives	Key performance indicators	Performance targets	Performance Achieved & measures to improve performance
KPA: Financial Management			
1. To constantly improve the standard of budgeting and reporting	Approved and implemented budgeting and reporting policies	Approved and implemented budgeting related policies by 1 Dec 2010	In the process of been reviewed
	Approved budget	Budget aligned to IDP and approved by 30 June 2011	Budget was aligned to the IDP and approved by Council
2. To improve income control and generation	Annual debtors collection rate (Payment level %) = (Last 12 months receipts)/ (Last 12 months billing)	Set norm by 31 Oct 2010	In progress of improving income control
	Approved alternative sources of funding	Revenue enhancement strategy developed and implemented by 31 Dec 2010	In Progress of investigating new sources of funding
	Improved collection rate	95% of bills collected per month by 30 June 2011	
3. To constantly improve on the control of expenditure	Lead-time for payment should agree to the Debt Settlement Policy	Implement Debt Settlement Policy by June 2011	
	GRAP compliant financial statements	Compliance by 30 June 2011	
4. To fully	Approved Supply	Implement and Review	In the process of

implement the supply chain rules and regulations	Chain Management Policies that are in line with the MFMA and Regulations	policies and procedures annually	reviewing policies
	Number of contracts awarded to SMME through Joint Ventures and Consortiums	10% increase in contracts awarded to BEE companies	Ongoing and it is in progress
	Time between requisition received and order issued	3 business days for purchase of goods	Complete
		25 business days for the finalisation of the tender process	Complete
	Time between order issued and delivery of goods	Set time frames for delivery at order date with the supplier	Timeframes are met timeously
Financial management			
5. To manage the budget and ensure that objectives are pursued in an economical, efficient and effective and manner	Economical, efficient and effective results	Economical - cost-benefit analysis conducted by managers analysed on a quarterly basis and feedback given	Done accordingly and reported on at management meetings
		Efficient - Initiatives introduced to increase productivity and / or combat fruitless expenditure	
		Effective - works towards 100 % achievement of SDBIP objectives	
People management and empowerment			
6. To lead , direct and manage staff so that they	An “employer of choice” environment created	Facilitates a friendly working environment where employees:	It is practised daily

meet their objectives		<p>Cooperate and communicate;</p> <p>Do their share of the work;</p> <p>Help out in times of crises;</p> <p>Support decisions taken;</p> <p>Are used to their full potential;</p> <p>Continuously develop; and</p> <p>Are encouraged to be innovative.</p>	
Client orientation and customer focus			
7. To promote a customer friendly service	Implemented <i>Batho Pele</i> Programme	<p>Customers are consulted and their suggestions are implemented</p> <p>Performance is measured against service standards</p> <p>Steps are taken to improve access to services</p> <p>A Code of Conduct on Customer Care is implemented</p> <p>A Service Commitment Charter is in place</p> <p>An Annual Performance Report is provided to customers</p>	Practised daily

3.4.4 TECHNICAL SERVICES DEPARTMENT

Key Objectives	Key performance indicators	Performance targets	Performance Achieved & measures to improve performance
KPA: Basic Service Delivery			
1. To facilitate access to efficient, affordable and sustainable water services to our consumers	Meetings / correspondence with the District	All scheduled meetings attended and follow-up on resolutions dealt with before the next meeting	All scheduled meetings were attended and resolutions were dealt with before the next meeting.
	Liaison services established	All enquiries from communities attended to within two weeks of receipt	Enquires were attended to accordingly
2. To facilitate access to efficient, affordable and sustainable sanitation services to our consumers	Meetings / correspondence with the District	All scheduled meetings attended and follow-up on resolutions dealt with before the next meeting	All scheduled meetings were attended and resolutions were dealt with before the next meeting.
	Liaison services established	All enquiries from communities attended to within two week of receipt	Enquires were attended to accordingly
3. To provide basic electricity to households	Meetings / correspondence Eskom	All scheduled meetings attended and follow-up on resolutions dealt with before the next meeting	Eskom assists Mkhambathini Municipality with regard to electricity and meetings are attended to accordingly
4. To implement the DOT, Council's and MIG funded roads and storm water projects	Meetings / correspondence with the District	All scheduled meetings attended and follow-up on resolutions dealt with before the next meeting	All scheduled meetings were attended and resolutions were dealt with before the next meeting.
	Meetings / correspondence with DOT	All scheduled meetings attended and follow-up on resolutions dealt with before the next meeting	All scheduled meetings were attended and resolutions were dealt with before the next meeting.
	Liaison services established	All enquiries from communities attended to within two week of receipt	Enquires were attended to accordingly

	Number and lengths of road maintained and / or improved	5 roads and 3 km of roads maintained and / or improved 30 June 2011	10.5 km of roads was maintained
5. To conduct waste management in line with the district's Integrated Waste Management Plan	Meetings / correspondence with the District	All scheduled meetings attended and follow-up on resolutions dealt with before the next meeting	All scheduled meetings were attended and resolutions were dealt with before the next meeting.
6. To provide sustainable human settlement	Number of houses	Stage one (Planning) for 500 houses per ward completed by 30 June 2011	Maqongqo Housing Project is under construction. Mbambangalo Housing Project is under construction KwaMahleka/ Njobokazi is under construction
7. To promote a coordinated approach to land use management	All meetings attended	All meetings attended according to schedule	Meeting attended to accordingly
	Land Use Management	Two development applications processed per week	development applications was approved by Council.
8. Co-ordinated development	Bulk Infrastructure	Sewerage works will facilitate better planning/encourage development	In progress
Financial management			
9. To manage the budget of the Department of Financial Services and ensure that objectives are pursued in an economical, efficient and effective and manner	Economical, efficient and effective results	Cost-benefit analyses conducted by managers analysed on a quarterly basis and feedback given	Done accordingly and reported on at management meetings
		Initiatives introduced to increase productivity and combat fruitless expenditure	
		80% of scorecard objectives achieved within budget by 30 June 2011	

People management and empowerment			
10. To lead , direct and manage staff so that they meet their objectives	An “employer of choice” environment created	<p>Facilitates a friendly working environment where employees:</p> <p>Cooperate and communicate;</p> <p>Do their share of the work;</p> <p>Help out in times of crises;</p> <p>Support decisions taken;</p> <p>Are used to their full potential;</p> <p>Continuously develop; and</p> <p>Are encouraged to be innovative.</p>	Is Practised daily
Client orientation and customer focus			
11. To promote a customer friendly service	Implemented <i>Batho Pele</i> Programme	<p>Customers are consulted and their suggestions are implemented</p> <p>Performance is measured against service standards</p> <p>Steps are taken to improve access to services</p> <p>A Code of Conduct on Customer Care is implemented</p> <p>A Service Commitment</p>	Is practised daily

		Charter is in place An Annual Performance Report is provided to customers	
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3.4.5 MUNICIPAL MANAGERS OFFICE

Key Objectives	Key performance indicators	Performance targets	Performance Achieved & measures to improve performance
KPA: Good Governance and Public Participation			
1. To ensure IDP review addresses developmental needs of Mkhambathini	Aligned IDP / PMS / Budget	Aligned IDP, PMS and Budget for 2011/2012	Aligned accordingly and adopted by Council
	National and provincial priorities and sector departments projects included in IDP	National and provincial priorities and sector departments projects included in 2011/2012 IDP	Projects included in the IDP
	IDP Process Plan	IDP Process plan adopted and approved	IDP process plan was adopted by Council
2. To provide additional assurance regarding the quality and reliability of the FMS	Internal Audit Programme implemented	Internal Audit Programme implemented by 30 June 2011	In Progress
3. To increase public participation in municipal decision-making	Effective ward committees	Fully functional ward committees by 30 June 2011	Ward Committees are functional
4. To develop and implement sound operational policies that will guide operations	Completed policy drafting and review programme	100 % of planned policy drafting and review programme completed by 30 June 2011	Policies are in the process of been reviewed

5. To monitor and evaluate the performance of the Municipality	Quarterly Municipal Performance Reports submitted to Council	Quarterly Municipal Performance Reports submitted to Council within 30 days after the close of the quarter	Quarterly reports submitted to Council
6. To promote service delivery through cooperative governance	Legal compliance	Full participation in cooperative governance structures throughout the year	Full participation in cooperative governance structures throughout the year
Financial Viability and Management			
7. To fulfil the responsibilities of the Accounting Officer in terms of the MFMA	Exercise the powers and functions assigned to an Accounting Officer	100 % compliance	100% Compliance
	Provide guidance and advice on compliance with the MFMA to political structures and office bearers	100 % compliance	100% Compliance
Institutional Development and Transformation			
8. Implement and comply with the Employment Equity Plan	Staff composition representative of demographics of the municipal area	80% of equity targets for the year achieved	80% of equity targets achieved for the year
Financial Management			
9. To manage the budget and ensure that objectives are pursued in an economical, efficient and effective manner	Economical, efficient and effective results	Economical - cost-benefit analysis conducted by managers analysed on a quarterly basis and feedback given	Done accordingly and reported on at management meetings
		Efficient - Initiatives introduced to increase productivity and / or combat fruitless expenditure	
		Effective - works towards 100 % achievement of SDBIP objectives	
		Exercise effective budget control.	

People Management and Empowerment			
10. To lead , direct and manage staff so that they meet their objectives	An “employer of choice” environment created	<p>Facilitates a friendly working environment where employees:</p> <p>Cooperate and communicate;</p> <p>Do their share of the work;</p> <p>Help out in times of crises;</p> <p>Support decisions taken;</p> <p>Are used to their full potential;</p> <p>Continuously develop; and</p> <p>Are encouraged to be innovative.</p>	Is Practised daily
Client orientation and Customer Focus			
11. To promote a customer friendly service	Implemented <i>Batho Pele</i> Programme	<p>Customers are consulted and their suggestions are implemented</p> <p>Performance is measured against service standards</p> <p>Steps are taken to improve access to services</p> <p>A Code of Conduct on Customer Care is implemented</p> <p>A Service Commitment Charter is in place</p> <p>An Annual Performance Report is provided to customers</p>	Is Practised Daily

		Customers are advised on how to obtain best value services	
		A complaints system is implemented	

3.4.6 PERFORMANCE TARGETS SET FOR THE NEXT FINANCIAL YEAR

PROJECTS/ACTIONS NEEDED TO MEET STRATEGIC OBJECTIVES SET UNDER NATIONAL KEY PERFORMANCE INDICATORS

NATIONAL KEY PERFORMANCE AREA A: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Strategic Objective A1: To provide effective and efficient Human Resources Management Services

Project A1.1: Annual employment equity plan preparation/review and quarterly analysis (corporate services)

Project A1.2: Annual workplace skills development plan preparation and quarterly analysis (corporate services)

Project A1.3: Quarterly analysis of efficiency and effectiveness of internal decision making process. (Corporate Services)

Strategic Objective A2: To provide a protection service to the Honorable Mayor

Project A2.1: VIP service, quarterly analysis of hours (operations)

Strategic Objective A3: To ensure effective administrative Support Services

Project A3.1: Annual document management system analysis (Corporate Services)

Project A3.2: Annual utilization and maintenance of municipal fleet analysis (Finance Services)

Strategic Objective A4: To encourage good labour relations within the Institution

Project A4.1: Quarterly analysis of disciplinary cases (Corporate Services)

Strategic Objective A5: To contribute meaningfully to the wellness of employees

Project A5.1: EAP Programmes annual impact report (Corporate Services)

Strategic Objective A6: To provide effective secretariat support services

Project A6.1: Quarterly analysis of Council, Committees and MANCO secretariat service (Corporate)

Strategic Objective A7: To conform to the Batho Pele Principles

Project A7.1: At least one Annual survey to be conducted (Corporate Services/All)

Strategic Objective A8: To ensure integrated development and environmental planning

Project A8.1: Annual IDP review (MM)

Project A8.2: Annual Spatial Development Framework Review (Technical Department)

Project A8.3: Annual Disaster Management Plan Review (Community Services)

Project A8.4: Mid-term Expenditure Framework Preparation (Financial Services)

Project A8.5: Preparation of Environmental Management Plan (Community services department)

Project A8.6: Quarterly analysis of building control (Technical department)

Project A8.7: Establishment of the Development Planning Shared Services Unit (Technical Department)

Project A8.8: Preparation of Land Use Management System (Technical Department)

Strategic Objective A9: To implement an effective organizational and individual performance management system

Project A9.1: Annual Preparation/ Review of the Performance Management System (MM)

Project A9.2: Section 45 Performance Agreements (Office of the MM/ Corporate Services)

Project A9.3: Preparation of the Annual Report (Office of the MM)

Project A9.4: Annual Performance Report (Office of the MM)

Strategic Objective A10: to develop and implement the Municipal Turn around Strategy

Project A10.1: Prepare and implement Turnaround Strategy (Office of the mm/All)

Strategic Objective A11: To provide effective information communication technology solutions

Project A11.1: Communication Strategy preparation and implementation (Corporate)

Project A11.2: IT Strategy (MSP) preparation and annual review of systems (Corporate)

NATIONAL KEY PERFORMANCE AREA B: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective B1: To provide access to Water, Sanitation, Electricity, Solid Waste, Roads

Project B1.1: Annual analysis of Basic Service Delivery (Technical Services/ District)

Project B1.2: Annual analysis of Electricity Division (Technical Services/Eskom)

Project B1.3: Road Construction (Technical Services)

Project B1.4: Storm water systems (Technical Services)

Project B1.5: Road Maintenance (Technical Services)

Project B1.6: Identification of the land fill site (Technical Services/ Community Services)

Project B1.7: Refuse Collection (Community Services Department)

Strategic Objective B2: To construct new Community and Public facilities and maintaining existing structures

Project B2.1: Annual analysis of facilities provided and upgraded (Technical Services)

Project B2.2: Maintenance of verges and public open spaces and monitoring performance in this regard (Technical Services)

Strategic Objective B3: To reduce the number of individuals in informal settlements

Project B3.1 Quarterly analysis of new low income houses in progress (Technical Services/Dept of Housing)

Strategic Objective B4: To avoid deterioration of existing infrastructure network

Project B4.1: Quarterly analysis of maintenance Budget (Technical Services/Finance)

National Key Performance Area C: Local Economic Development

Strategic Objective C1: To stimulate economic growth

Project C1.1: Annual analysis of jobs created through the municipality (Community/ Technical)

Project C1.2: Review of the LED Strategy (Community Services)

Strategic Objective C2: To pursue special projects that will; act as catalysts for development

Project C2.1: Green House proposal developed and implemented (Community)

Strategic Objective C3: To facilitate and co-ordinate agricultural development

Project C3.1: Draft Agricultural Development Strategy in accordance with milestones set and annual analysis of achievements (Community)

National Key Performance Area D: Good Governance, Community Participation and Ward Committee Systems

Strategic Objective D1: To implement Public Participation Programmes

Programme D1.1: Undertake and annual analysis of Imbizo's (IDP/Budget) at ward level (MM/Corporate/all)

Project D1.2: Conduct at least one community outreach Programmes per year (Corporate/All)

Project D1.3: Conduct Quarterly ward committee meetings and prepare a response plan to issues raised (Corporate/All)

Strategic Objective D2: To ensure alignment between National, Provincial, Local Government and Public Entities

Project D2.1: Conduct at least 2 IDP forum meetings per year (MM /All)

Project D2.2: Attend monthly District Cluster Forum meetings (MM/All)

Project D2.3: Hold monthly stakeholders forum meetings (Community, Office of the Mayor)

Project D2.4: Attend quarterly Provincial Liaison forum meetings (Corporate/All)

Strategic Objective D3: To formulate, implement and review policies, procedures and by-laws

Project D3.1: Develop new policies, procedures and by-laws where necessary (All)

Project D3.2: Review existing Policies, procedures and by laws (All)

Project D3.3: Implementation of all legal prescripts, policies, procedures and by-laws (All)

Strategic Objective D4: To ensure functional shared Internal Audit Activity and Audit Committee

Project D4.1: Preparation of Annual Audit Plan and analysis of achievement of such Plan (Internal Audit)

Project D4.2: Preparation and approval of a risk profile (Finance Services)

Project D4.3: Quarterly reports on risk management strategy (Financial Services/ All)

Project D4.4: Ensuring functional Audit Committee and holding quarterly meetings (Internal Audit)

Project D4.5: Ensuring functional Performance Audit Committee and holding of quarterly meetings (Internal Audit)

Strategic Objective D5: To implement an effective Anti-Corruption Strategy

Project D5.1: Preparation of Anti-Corruption Strategy/Fraud Prevention Plan and ensure awareness within the municipality (Internal Audit)

National Key Performance Area 5: Financial Viability and Financial Management (Financial Services)

Strategic Objective E1: To ensure that all revenue of the municipality is accounted for

Project E1.1: Invoicing and Billing of customers of services rendered and analysis on an annual basis (Finance)

Project E1.2: Collection of cash from customers striving for collection within 90 days, and analysis on a quarterly basis (Finance)

Project E1.3: Determination of debt coverage ratio, outstanding services debtors to revenue, cost coverage ratio (Finance)

Project E1.4: Maintenance of valuation roll and analysis of objectives/appeals (Finance)

Strategic Objective E2: To ensure compliance with all financial management requirements

Project E2.1: Keep records of revenue from grants and subsidies as per DORA (Finance)

Project E2.2: Keep records grants & Subsidies expenditure and report quarterly (Finance)

Project E2.3: Ensure audit opinion obtained and strive for unqualified audit (Finance/All)

Strategic Objective E3: To ensure preparation and implementation of budgeting and reporting requirements

Project E3.1: Recording of operating budget expenditure and quarterly analysis (Finance)

Project E3.2: Analysis of salaries and wages expenditure on quarterly basis (Finance)

Project E3.3: Recording and analysis of own revenue in relation to the total budget on a quarterly basis
(Finance)

Project E3.4: Assessing quarterly compliance with MFMA requirements (Finance/ MM)

Strategic Objective E4: To ensure that all expenditure is managed in terms of all financial legislation

Project E4.1: Fixed asset register reconciled with ledger on quarterly basis (Finance)

Project E4.2: Compliance with GRAP analyzed on a quarterly basis (Finance)

Project E4.3: Creditors invoices to be checked and strive for payment within 30 days, quarterly analysis of payments of creditors (Finance)

Project E4.4: Analysis of variance of actual expenditure vs Budget on a quarterly basis (Finance)

Strategic Objective E5: To ensure compliance with all supply chain management regulations, Policies, PPPFA, BEE Requirements

Project E5.1: Undertake Procurement Planning By June (Finance)

Project E5.2: Monthly SCM reporting (Finance)

Project E5.3: Ensuring functional Bid Committees set up and strives for decisions to be taken within 30 days, quarterly analysis (Finance)

Project E5.4: assess compliance with SCM regulations on a quarterly basis (Finance)

Strategic Objective E6: To ensure that all revenue due to the municipality is collected

Project E6.1: Pursue debt recovery and report quarterly (Finance)

National Key Performance Area F: Community and Social Development Services

Strategic Objective F1: To manage health issues

Project F1.1: Assessment of number of individuals infected and affected by HIV/AIDS on a quarterly basis (Community Services)

Strategic Objective F2: To contribute to a safe and secure environment

Project F2.1: Ensure functioning Community Safety Forum to meet and report on a quarterly basis (Community Services/MM)

Strategic Objective F3: To improve literacy Internal /External

Project F3.1: Undertake at least one outreach programmes per year (Community Services/Corporate Services)

Project F3.2: Ensure effective management of libraries and strive for a 5% increase in patrons, patron numbers to be reported quarterly (Community Services/ Corporate)

Strategic Objective F4: To ensure safe and healthy environment in all communities

Project F4.1: Strive to attend to complaints within 7 days, report on a quarterly basis (Community Services)

Project F4.2: To analyze compliance with legal prescripts on a quarterly basis (Community Services/ UMDM)

Strategic Objective F5: To facilitate the Provision of formal housing

Project F5.1: To strive for full compliance with the National Housing Act, and to analyze compliance on a quarterly basis (Technical/ MM)

Project F5.2: Strive to reduce the number of people living in informal structures and report on a quarterly basis (Community Services/Technical)

Strategic Objective F6: To manage learner licenses and motor licensing

Project F6.1: To manage learner license testing and strive for less than 6 months between booking and testing, to monitor on a quarterly basis (Corporate Services)

Project F6.2: To process motor licenses effectively, and to monitor on a quarterly basis (Corporate Services)

Strategic Objective 7: To facilitate the development of Sport

Project F7.1: To strive to cover 14 codes per annum monitoring progress on a quarterly basis (Community Services)

Strategic Objective F8: To facilitate synergetic partnership between traditional leadership and the municipality

Project F8.1: Develop the Business Plan and report achievement on a quarterly basis (Community Services)

Strategic Objective F9: To facilitate alignment and integration of special programmes

Project F9.1: Undertake youth programmes and report on a quarterly basis (Community Services)

Project F9.2: Formulation and implementation of a gender equity plan and monitor on a quarterly basis
(Community/ Corporate services)

Project F9.3: Under take disability programmes and report on a quarterly basis (Community Services)

Project F9.4: Rights of a child programme to be compiled with and reporting undertaken on a quarterly basis (Community Services)

Project F9.5: To manage health issues (HIV/AIDS Strategy) (Community Services)

COMPOSITION OF THE AUDIT COMMITTEE

Mkhambathini Municipality has developed an Audit Committee, and also is part of the uMgungundlovu District IGR Structures such as:

- Mayors Forum;
- Municipals Managers Forum;
- Planning and Economic Cluster; and
- IDP Alignment sub-committee.

Mkhambathini Municipality Audit Committee members with the assistance of uMgeni Municipality are :

- Mr.Vukani Dlamini - Chairperson
- Mr Skhumbuzo Kunene – Audit Committee Member
- Mr Joel Nkosinati Mathobela – Audit Committee Member

AUDIT COMMITTEE MEMBER	QUALIFICATIONS
Mr Vukani Dlamini	Senior Certificate
	Honours bachelor of Commerce
	Bachelor Of Commerce
	Certified Internal Auditor Certificate
	Certified Government Auditing Professional Certificate
	Certification in Control Self-Assessment
Mr Skhumbuzo Kunene	Senior Certificate
	Bachelor of Commerce Degree
	Diploma in Financial Accounting
	Post-graduate Diploma in Business Management
Mr Joel Nkosinati Mathobela	Senior Certificate
	Bachelor Of Commerce
	CPIR
	Advanced Business Programme (ABP)
	B.Tech (Management)

INTERNAL AUDIT

Mkhambathini Local Municipality utilizes a shared service of Internal Auditors with umgeni local municipality. The Audit Unit achieved a full compliment of staff for the current year of assessment.

EMPLOYEE ASSISTANCE PROGRAMME

The employee assistance programme offers specific interventions to employees experiencing problems in the following areas:

- ❖ Martial, family and relationship problems;
- ❖ HIV/AIDS Counseling;
- ❖ Psychological Problems;
- ❖ Stress(Family, social, job);
- ❖ Sexual Harassment;
- ❖ Work Related Conflicts.

The Programme through the afore mentioned interventions afford employees the following benefits:-

- ❖ Addressing problems early preventions complications that negatively affect both work performance and life in general.
- ❖ Sustained optimal functioning of staff leads to a greater productivity and improved quality of life for individuals and their families.

PERFORMANCE MANAGEMENT

Performance Management is a holistic process that incorporates strategic planning, developing an execution plan, and ultimately reporting on the business operations against the operational plan.

Mkhambathini Local Municipality has adopted a performance management framework and a policy, which is implemented through the municipality's scorecard. The scorecard is designed to be the key strategic management tool that identifies the municipality's annual priorities,, establishes indicators and targets, and serves delivery against objectives.

The Municipal Systems Act 32 of 2000, the Local Government: Municipal Planning and the Performance Management Regulations 2001, require municipalities to adopt a performance management system, once the Integrated Development Plan and the budget have been prepared and approved, the municipality prepares the Service Delivery and Budget Implementation Plan in accordance with the MFMA and MFMA Circular 13.

The Service Delivery and Budget Implementation Plan indicate quarterly performance targets, financial performance targets and assigns responsibility to execute the respective performance targets.

Mkhambathini Local Municipality assessed its performance on a quarterly basis and reported progress on performance against targets set to Council and ultimately presents the annual performance in this annual report.



CHAPTER FOUR

Chapter 4: Functional Area Service Delivery Reporting

4.1 Actual Service Delivery

Performance against IDP targets

All business units made inputs into the IDP and communities were consulted on these inputs through the IDP structures. The planned IDP deliverables were then incorporated into the Service Delivery and Budget Implementation Plans (SDBIP's), which serve as a contract between the Administration, Council and the Communities expressing these deliverables as quantifiable outcomes and outputs. The SDBIP provides the basis for measuring and reporting performance in service delivery and the result of this process is set out below.

4.1.1 Key Performance Area: Basic Service Delivery

Planned outputs	Completed	Challenges and / or planned improvements
Access to water		
1. All scheduled meetings with the District attended and follow-up on resolutions dealt with before the next meeting	100%	District Function
2. All enquiries from communities attended to within two weeks of receipt	100%	District Function
Access to sanitation		
3. All scheduled meetings with the District attended and follow-up on resolutions dealt with before the next meeting	100%	District Function
Access to electricity		
4. All scheduled meetings with the District attended and follow-up on resolutions dealt	100%	

with before the next meeting		
5. All enquiries from communities attended to within two week of receipt	100%	All enquiries from communities are attended to timeously
6. 1000 households supplied with interim alternative energy sources by 30 June 2011	-	
Access to Roads and Storm Water		
1. All scheduled meetings with the District and Department of Transport attended and follow-up on resolutions dealt with before the next meeting	100%	All scheduled meetings attended
2. All enquiries from communities attended to within two weeks of receipt	100%	
3. 5 roads and 3 km of roads maintained and / or improved 30 June 2010	50%	
Telecommunications		
1. Community communication needs established in all 7 wards by 30 June 2010	0%	No known needs, done by Telkom
2. List of documented needs in 7 wards included in the Service Provider's plans by 30 June 2010	0%	No documented needs
Solid Waste Management		
1. All scheduled meetings with the District attended and follow-up on resolutions dealt with before the next meeting	100%	
2. All enquiries from communities attended to within two week of receipt	80%	Depends on the impact of the situation

3. Awareness campaign implemented in 7 wards by 30 June 2011	40%	Awareness Campaign in progress
Sustainable Human Settlement(Housing)		
1 Stage one (Planning) for 500 houses per ward completed by 30 June 2011	70%	
2. Planning for implementing of basic services completed by 30 June 2011	100%	District
Land Use Management System		
1. All meetings with the District attended according to schedule	100%	
2. Two development applications processed per week	100%	
Community and Public Facilities		
1. 4 facilities provided by 30 June 2011	70%	
2. 7 community and public facilities maintained by 30 June 2011		

4.1.2 Key Performance Area: Local Economic Development

Planned outputs	Completed	Challenges and / or planned improvements
Local Economic Development		
1. 100% implementation of projects by 30 June 2011	0%	The implementation of projects was stopped due to financial constraints
Tourism		
2 100% implementation of projects by 30 June 2011	0%	Due to financial constraints
Agricultural Development		
1. Implementable plan submitted to Council for		

adoption by 30 June 2011		Run con-currently with LED
2. All enquiries from communities attended to within two weeks of receipt	80%	Depends on the seriousness of the situation
Co operatives and SMME's		
1. Implementable plan submitted to Council for adoption by 30 June 2011	0%	Delay due to financial constraints
Public Private Partnerships		
1. PPP Policy adopted by 30 June 2011	50%	Business Forum/ Tourism
Business Support Development		
1. Reviewed strategy by Council by 31 Dec 2011	20%	Awaiting to establish Business Forum
2. Implemented Business Support and Development Strategy by 30 June 2011	0%	None

4.1.3 Key Performance Area: Social Development Services

Planned outputs	Completed	Challenges and / or planned improvements
Education		
1. Implementable plan submitted to Council for adoption by 30 June 2011	100%	
2. Established education forum representing stakeholders by 30 June 2011	100%	Done at ward level
3. Established ABET Programme in consultation with stakeholders by 30 June 2011	40%	Masfundisane currently operating in all wards, ABET Programme is included in the WSP to extend for funding from the community.
Health		
1. Implementable plan submitted to Council for adoption by 30 June 2011	0%	Liaise with the Department of Health
2. Established health care forum representing stakeholders by 30 June 2011	100%	Run con-currently with HIV/AIDS

Social Security			
1. Social security needs identified and conveyed to Technical Services for incorporation in the Plan by 28 Feb 2011		0%	Liaise with South African Police
Disaster Management			
1. Implementable plan submitted to Council for adoption by 30 June 2011		45%	Disaster Management Plan in progress in conjunction with the uMgungundlovu District Municipality
2. Contingency Plan developed in consultation with the District and stakeholders by Aug 2011		100%	Liaise with the District in case of Emergency
3. Established Disaster Management forum representing stakeholders by 30 June 2011		100%	Existing Disaster Management Forum
Youth, Gender And People with Disability			
1. Implementable plan submitted to Council for adoption by 30 June 2011		100%	Youth Development Strategy approved by Council.
Sports and Recreation			
1. Implementable plan submitted to Council for adoption by 30 June 2011		70%	In Progress of finalising the plan
2. Established sports forum representing stakeholders by 30 June 2011		100%	Forums are in function and performing well in their duties and consisting of representatives from each of the 7 wards
HIV and Aids			
1. Implementable plan submitted to Council for adoption by 30 June 2011		100%	Modification of HIV/AIDS 3 year plan has been completed and approved by the Local Aids Council
Environmental Sustainability			
1. Projects identified and resourced in consultation with DAEA and stakeholders by 30 June 2011		100%	Through development planning applications

Arts and Culture			
1. Implementable plan submitted to Council for adoption by 30 June 2011	100%	The plan has been implemented and approved by Council	

4.1.4 Good governance and public participation

Planned outputs	Completed	Challenges and / or planned improvements
Integrated Development Plan		
1. IDP Process Plan approved	100%	IDP Process Plan was approved timeously.
2. Aligned IDP, Budget and PMS for 2011/2012	100%	Completed Successfully
3. National and provincial priorities and sector departments projects included in 2011/2012 IDP	100%	Included
Public Participation		
1. Fully functional ward committees by 30 June 2011	100%	Vacancies in ward committees that need to be filled constantly
Co operative Governance		
1. Full compliance with the Act by 30 June 2011	100%	Issues required from Mkhambathini With other departments have been complied.

4.1.5 Key Performance Area: Transformation and Institutional Development

Planned outputs	Completed	Challenges and / or planned improvements
Batho Pele		
1. 100% of the interventions implemented by 30 June 2011	60%	Progress made but hindered due to financial constraints and capacity
2. Obvious service delivery improvements implemented 31 Dec 2011	90%	Resource limitations, Financial constraints
Performance Management		
1 Revised Policy Framework submitted for approval 31 March 2011	100%	Policy framework adopted by Council

2. Revised SDBIPs submitted for approval by 31 June 2011	100%	
3. Individual performance appraisals completed in line with approved policy framework and within one month of the close of the financial year	100%	
Human Resource Management		
1. Completed HR Audit by 30 Sept 2011	100%	Co operation from all staff members
3. Structure aligned to the organisational structure by 31 March 2011	100%	
4. Completed Skills Development Review Plan by 31 June 2011	100%	
5. Completed Employment Equity Plan by 30 September 2011	100%	
6. All policies reviewed and updated by 30 June 2011	70%	In Progress
Information Technology		
1. Effective ICT service in place throughout the year	100%	Engaging in shared services with the uMgungundlovu District, integrated ICT System
General Administration		
1. Procedure manual submitted for approval by 31 Dec 2010	100%	
Committees		
1. Full compliance with approved procedures for each meeting	100%	
Registry		
1. Municipal filing system finalised by 30 June 2011	90%	
Library		

1. Operational community resource centre by 31 Dec 2010	100%
Licensing	
1. Full compliance to the Transport Services Standards by 30 June 2011	100%

4.1.6 [Key Performance Area: Financial Viability and Management](#)

Planned outputs	Completed	Challenges and / or planned improvements
Budgeting and Reporting		
1. Approved and implemented budgeting and reporting policies by 31 Dec 2010	100%	Submitted on a new format
2. Budget aligned to IDP and approved by 30 June 2011	100%	Refer to the Budget
Income Control		
1. Revenue enhancement strategy developed by 31 Dec 2011	100%	Implemented the strategy
2. 95% of bills collected per month by 30 June 2011	70%	Implementation of MPRA
Expenditure Control		
1. Acquired Creditors Module and approved Debt Settlement Policy by 30 June 2011	100%	
2. Compliance by 30 June 2011	100%	
Supply Chain Management		
1. Policies and procedures developed by 31 March 2011	100%	Completed in July 2010 and is reviewed annually
2. 10% increase in contracts awarded to BEE companies	100%	All contracts are BEE
3. 5 business days for purchase of goods	100%	
4. 25 business days for the finalisation of the	70%	

tender process		
5. Set time frames for delivery at order date with the supplier	100%	Delivery is on time

4.2 Service Delivery Highlights for the year ended 30 June 2011

4.2.1 Community Services Department

- ❖ Reducing High Incidents of HIV and AIDS
- ❖ Improving Business Skills, SMME,s and co-operatives project
- ❖ Formulation of the Youth Strategy
- ❖ Arts and Culture Competition held in the month of September

4.2.2 Administration Department

- ❖ Learners License unit customized
- ❖ Workplace Skills Plan Developed, completed in-house and submitted on time to LGSETA
- ❖ Adoption and Gazetted By Laws of Mkhambathini
- ❖ Developed online support system named concerns reporting

4.2.4 Technical Department

- ❖ Municipal Property Rates Act Certificate
- ❖ GIS
- ❖ Spatial Planning and Land Use Management Bill
- ❖ Environmental Impact Assessment
- ❖ Planning Development Act Processing
- ❖ Infrastructure Projects, ie: Roads, Sports fields
- ❖ Building Control
- ❖ Removal of Restrictive Conditions of Title
- ❖ Special Consent
- ❖ Development Facilitation Act
- ❖ Extension of Security of Tenure Act
- ❖ National Environmental Management Act
- ❖ Less Formal Township Establishment Act
- ❖ Public Consultation

4.2.3 Finance Department

- ❖ Internal Audit was done in relation with the Provincial Treasury
- ❖ Submission of MFMA (Section 71) reports timeously
- ❖ Alignment of Budget to the IDP
- ❖ Budget approval 30 day before the beginning of the financial year, Adoption of budget by statutory deadline in terms of Section 24 of the Municipal Finance Management Act, Act 56 of 2003
- ❖ Submission of Annual Financial Statements by the due date to the Auditor General
- ❖ Adoption of Annual Financial Statements and submission to the Auditor-General by the statutory deadline in terms of Section 126 of the Municipal Finance Management Act, Act No 56 of 2003
- ❖ Unqualified Audit

4.3 [Action Plan of Annual Report 2010/2011](#)

ACTION PLAN FOR THE 2010/2011 ANNUAL REPORT AND THE OVERSIGHT PROCESS

Project milestones	Target dates	Responsibility	Comments
1. MANCO Approval			
1.1 Action Plan approved by MANCO	02/08/2011	MANCO	
2. Annual Report framework developed			
2.1 Annual Report format and templates developed	15/07/2011	MM	
2.2 Templates disseminated for completion	20/07 /2011	MM	
3. Completion of chapters			
3.1 Chapter 1: Introduction and Overview completed	10/08/2011	MM	
3.2 Chapter 2: Performance Highlights completed	12/08/2011	MM	
3.3 Chapter 3: Human Resources and Organisational Management completed	13/08/2011	Admin	
3.4 Chapter 4: Mkhambathini Service Delivery	21/08/2011	All HOD	
3.5 Chapter 5: Audited Statements and Related Financial Information completed	30/11/2011	CFO	
3.6 Chapter 6: Inputs to the Provincial Municipal Performance Report	26/08/2011	All HOD	
3.7. Chapter 7: Report Of the Audit Committee	23/01/2012	Audit Committee	

3.8 Collation of completed chapters	9/01/2012	MM	
3.9.Audit Committee Meeting	23/02/2012	MM	
3.10. Report from Audit Committee	26/02/2012	AUDIT COMMITTEE	
4. Finalisation of document			
4.1 Layout completed through desk top publishing	26/02/2012	MM	
4.2 Submit to MANCO for in principle approval	26/02/2012	MANCO	

Project milestones	Target dates	Responsibility	Comments
5. Tabling and appointment of Oversight Committee			
5.1 Annual Report tabled and Council identifies non-executive councillors to serve on Oversight Committee	22/01/2012	Council	
5.4 Advertise for public comments of Annual Report	16/01/2012/ 7/02/2012	MM	
5.5 Appoint Oversight Committee	28/01/2012	MM	

6. Conduct Oversight Committee of Annual Report			
6.1 Orientate members of Oversight Committee	09/02/2012	Oversight Committee	
6.2. Oversight Committee Meeting	12 /02/2012	Oversight committee	

7. Finalisation of reporting process			
7.1	Write Report and place on Council agenda	26/02/2012	Council
7.2	2009/2010 Annual Report adopted in terms of recommendations made in the Oversight Report	31/03/2012	Council
7.3	Copies of all documents submitted to the, the MEC, A-G and the Provincial Treasury.	31/03/2012	



CHAPTER FIVE

CHAPTER 5: MUNICIPAL PERFORMANCE REPORTING FRAMEWORK

IDP Indicator or No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator	NAME OF DEPARTMENT												Planned Measures For Improvement
					2009/2010						2010/2011						
					Target	Actual	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Target	Actual	
IDP B1.4	Basic Service Delivery And Infrastructure	Liaising with the district's Water Services Authority to ensure that Mkhambathini water services are included in the programme	All scheduled meetings attended and follow-up on resolutions dealt with before the next meeting	Meetings / correspondence with the District	4	4	1	1	1	1	2	2	1	1	1	4	UMDM FUNCTION
					UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	
IDP B1.4		Provide a link between communities and the district WSA	All enquiries from communities attended to within two weeks of receipt	Liaise on services established	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION
					UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	
IDP B1.4		Liaising with the district's	All scheduled meetings attended and	Meetings / correspondence with the	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION	UMDM FUNCTION

NAME OF DEPARTMENT																	
IDP Indicat or No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator or	2009/2010		2010/2011				Annual Perf. Report		Planned Measures For Improvement				
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance			Target	Actual		
							Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Target	Actual	
		Water Services Authority to ensure that Mkhambathini Sanitation services are included in the programme	follow-up on resolutions dealt with before the next meeting	District			CTION	CTION	CTION	CTION	CTION	CTION	CTION	CTION	CTION	CTION	ON
IDP B1.4		Provide a link between communities and the district WSA to promote hygienic sanitation services	All enquiries from communities attended to within two weeks of receipt	Liaison services established	UMDM	UMDM	UMDM	UMDM	UMDM	UMDM	UMDM	UMDM	UMDM	UMDM	UMDM	UMDM	FUNCTION ON
IDP B1.2		Liaising with the district's Technical Services	All scheduled meetings attended and follow-up on resolutions dealt with	Meetings/ correspondence with the District	UMDM	UMDM	UMDM	UMDM	UMDM	UMDM	UMDM	UMDM	UMDM	UMDM	UMDM	UMDM	FUNCTION ON

NAME OF DEPARTMENT															
IDP Indicat or No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator or	2009/2010		2010/2011				Annual Perf. Report		Planned Measures For Improvement		
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance			Target	Actual
							Target Q1	Actual Q1	Target Q2	Actual Q2	Target	Actual			
		department to ensure that Mkhambathini electrification needs are included in the district's plan	before the next meeting												
IDPB1.2		Provide a link between communities and the district technical services	All enquiries from communities attended to within two weeks of receipt	Liaison services established	UMDM	UMDM	UMDM	UMDM	UMDM	UMDM	UMDM	UMDM	UMDM	UMDM	
					FUNCTION	FUNCTION	FUNCTION	FUNCTION	FUNCTION	FUNCTION	FUNCTION	FUNCTION	FUNCTION	FUNCTION	
IDPB1.2		To provide interim alternative energy sources in prioritized areas	2000 households supplied with interim alternative energy sources by 30 June 2011	Number of households supplied with interim alternative energy sources in prioritised areas	ESKOM	ESKOM	ESKOM	ESKOM	ESKOM	ESKOM	ESKOM	ESKOM	ESKOM	ESKOM	
					FUNCTION	FUNCTION	FUNCTION	FUNCTION	FUNCTION	FUNCTION	FUNCTION	FUNCTION	FUNCTION	FUNCTION	

NAME OF DEPARTMENT																	
IDP Indicat or No.	National KPA	Strategic Objective	Measurable Objective/Outp ut	Performance Measure/Indicat or	2009/2010		2010/2011				Annual Perf. Report		Planned Measur es For Improv ement				
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance			Target	Actual		
							Target Q1	Actual Q1	Target Q2	Actual Q2	Target	Actual	Target Q3	Actual Q3	Target Q4	Actual Q4	
IDP B1.5		Liaising with the district's Technical Services to ensure that Mkhambathini roads & stormwater needs are included in the district's Integrated Transportation Plan	All scheduled meetings attended and follow-up on resolutions dealt with before the next meeting	Meetings / correspondence with the District	DONE												DONE TELEPHONICALLY
IDP B1.4		Liaise with DOT to ensure that Mkhambathini roads & stormwater needs are included in the	All scheduled meetings attended and follow-up on resolutions dealt with before the next meeting	Meetings / correspondence with DOT	DONE												DONE TELEPHONICALLY

NAME OF DEPARTMENT														Planned Measures For Improvement					
IDP Indicator or No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator or	2009/2010		2010/2011				Annual Perf. Report								
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance		Target		Actual				
					Target	Actual	Target Q1	Actual Q1	Target Q2	Actual Q2	Target	Actual	Target Q3	Actual Q3	Target Q4	Actual Q4	Target	Actual	
		DOT Plan																	
IDP B1.5		Provide a link between communities and the district technical services	All enquiries from communities attended to within two weeks of receipt	Liaison services established	HOLD MEETINGS WITH RATEPAYERS	4	1	1	1	1	2	2	1	1	1	1	4	4	
IDP B1.5		Maintenance and improvement of municipal roads	5 roads and 3 km of roads maintained and / or improved by 30 June 2011	Number and lengths of roads maintained and / or improved	5ROADS 3KM MAINTAINED												5.5k	5.5k	5.5k
IDP B1.7		Liaising with the District Technical Services department to ensure	All scheduled meetings attended and follow-up on resolutions dealt with before the next meeting	Meetings / correspondence with the District	DONE TELEPHONICALLY														

NAME OF DEPARTMENT																			
IDP Indicator No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator	2009/2010		2010/2011				Planned Measures For Improvement								
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance		Annual Perf. Report						
					Target	Actual	Target Q1	Actual Q1	Target Q2	Actual Q2	Target	Actual	Target Q3	Actual Q3	Target Q4	Actual Q4	Target	Actual	
		that Mkhambathini waste management needs are included in the district's plan																	
IDP B1.1		Liaise with the District about cemeteries and crematoria	All meetings attended and resolutions followed up before next meeting	Cemeteries and Crematoria Plan	DONE TELEPHONICALLY														
IDP A7.1	Institutional Development & Transformation	Address obvious areas of improvement around Batho Pele without delay	Obvious service delivery improvements implemented 31 Dec 2010	Obvious service delivery improvements implemented	DEC		N/A	N/A	DEC	dec			N/A	N/A	N/A		DEC	DEC	
IDP D3.2		Revise the current	Revised policy Framework submitted for	Revised Policy Framework	31 MARCH	N/A	N/A	N/A	N/A	N/A	31 MAR CH	0	31 MAR CH	11 MAY	32 MAR CH	11 ma			

NAME OF DEPARTMENT														Planned Measures For Improvement					
IDP Indicator No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator	2009/2010		2010/2011				Annual Perf. Report								
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance		Target		Actual				
							Target Q1	Actual Q1	Target Q2	Actual Q2	Target	Actual	Target Q3	Actual Q3	Target Q4	Actual Q4	Target	Actual	
		policy framework	approval 31 March 2011																Year 2011
IDP A9.1		Develop and implement an organisational PMS	Revised SDBIP'S submitted for approval 31 March 2011	Completed SDBIP	31 March 2011		N/A	N/A	N/A	N/A	N/A	N/A	31 March	N/A	31 March	29 JUNE 2011		31 March	29 June 2011
IDP A9.2		Develop and implement an individual PMS	Individual performance appraisals completed in line with approved policy framework and within one month of the close of the financial year	Completed individual performance appraisals	JUNE 2011		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	JUNE	JUNE		JUNE	JUNE
IDP A1		Review the organisational structure	Structure aligned to the organisational structure by 31 March 2011	Aligned organisational structure to the IDP	31 MARCH		N/A	N/A	N/A	N/A	N/A	N/A	31 March	N/A	31 March	11 MAY 2011		31 March	11 MAY 2011
IDP A1.2/A5		Promote skills	Completed Workplace	Completed Workplace	JUNE		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	JUNE	JUNE		JUNE	Jun

NAME OF DEPARTMENT														Planned Measures For Improvement					
IDP Indicator No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator	2009/2010		2010/2011				Annual Perf. Report								
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance		Target		Actual				
							Target Q1	Actual Q1	Target Q2	Actual Q2	Target	Actual	Target Q3	Actual Q3	Target Q4	Actual Q4	Target	Actual	
1		and development of staff	Skills Plan by 30 June 2011	Skills Plan	2010														
IDP A1.1		Review of Employment Equity Plan	Completed review of Employment Equity Plan by 1 October 2010	Completed Employment Equity Plan	N/A	N/A	N/A	N/A	OCT 2010	OCT 2010	N/A	N/A	N/A	N/A	N/A	N/A	OCT 2010	OCT 2010	
IDP D3.2		Review, update and implement human resource policies	All policies reviewed and updated as required	Percentage of Reviewed and updated policies	100%		100%	20%	100%	10%	100%	100%	100%	10%	100%	20%	100%	60%	DRAFT POLICES IN PLACE
IDP A11.2		Liaise with the district around a shared-service	Effective ICT service in place throughout the year	Percentage of Effective ICT service in place	100%		100%	20%	100%	10%	100%	100%	100%	10%	100%	10%	100%	70%	MKHAMBATHINI SHARES AN ICT AGREEMENT WITH

NAME OF DEPARTMENT														Planned Measures For Improvement			
IDP Indicator No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator	2009/2010		2010/2011				Annual Perf. Report						
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance		Target		Actual		
							Target Q1	Actual Q1	Target Q2	Actual Q2	Target	Actual	Target Q3	Actual Q3	Target Q4	Actual Q4	
IDP A6.1		Ensure the implementation and adherence to the Committee Division Management document	Full compliance with approved procedures for each meeting	Percentage of Compliance to approved rules	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	UIMDM
IDP A3.1		Finalize the development of the document management system	Municipal filing system finalised by 30 June 2011	Municipal filing system completed %	100%		100%	25%	100%	25%	100%	50%	100%	0	100%	0	50%
IDP A3		Research the feasibility of developing a community resource	Operational Community information resource centre by 31 December 2010	Operational community resource	DEC 2010		n/a	DEC	dec	DEC	n/a	DEC	n/a	n/a	n/a	n/a	DEC

NAME OF DEPARTMENT														Planned Measures For Improvement			
IDP Indicator or No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator	2009/2010		2010/2011				Annual Perf. Report						
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance		Target		Actual		
							Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Target	Actual	
		centre															
IDP A1.1		Develop service standards and train staff accordingly	Full compliance to the Transport Services Standards by 30 June 2011	Compliance to the Transport Services Standards	JUNE 2011		n/a	N/A	N/A	N/A	N/A	N/A	JUNE	June	June		
IDPC1	Local Economic Development	Implement projects in line with the district's LED strategy	100% implementation of planned projects	Implemented projects	100%		100%	0%	100%	0%	100%	0%	100%	0%	100%	0%	FINANCIAL CONSTRAINTS
IDP C1.2		Develop a local tourism strategy	Identification and implementation of tourism development opportunities	Tourism Strategy and plan	0		0	0	0	0	0	0	0	0	0	0	TOUSRI AM OFFICE R POST VACANT
IDPC1		Conduct Tourism Awareness	Community's full participation and understanding the benefits of	Community's full participation and understanding the benefits of	0		0	0	0	0	0	0	0	0	0	0	TOUSRI AM OFFICE R POST

NAME OF DEPARTMENT																	
IDP Indicat or No.	National KPA	Strategic Objective	Measurable Objective/Outp ut	Performance Measure/Indicat or	2009/2010		2010/2011				Planned Measur es For Improv ement						
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance				Annual Perf. Report		
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
		Campaign	tourism	tourism													VACAN T
IDP C1		Develop a tourism brochure	Effective Tourism Marketing Brochure	Increase in tourists arrivals	0	0	0	0	0	0	0	0	0	0	0	0	TOUSRI AM OFFICE R POST VACAN T
IDP C1		Develop a tourism route	Mkhambathini tourism route with an increase in tourist numbers	Effective Market Segmentation	0	0	0	0	0	0	0	0	0	0	0	0	TOUSRI AM OFFICE R POST VACAN T
IDP C1		Formulation of a tourism forum committee	Fully Functional Tourism Body	Tourism Forum Formulation	0	0	0	0	0	0	0	0	0	0	0	0	TOUSRI AM OFFICE R POST VACAN T
IDP C1		Workshop local government on the	Tourists projects stimulating the local communities	Promote Tourism Development Budget	0	0	0	0	0	0	0	0	0	0	0	0	TOUSRI AM OFFICE

NAME OF DEPARTMENT																
IDP Indicat or No.	National KPA	Strategic Objective	Measurable Objective/Outp ut	Performance Measure/Indicat or	2009/2010		2010/2011				Annual Perf. Report		Planned Measur es For Improv ement			
					Target	Actual	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3		Target Q4	Actual Q4	Target
		importance of tourism development	economy												R POST VACAN T	
IDP C1		Liaise with the dept of Agriculture & Environment Affairs, Land Reform, RLCC and Farmers ASS.	Implementable plan submitted to Council for adoption by 30 June 2011	Implementable Agricultural project plan	0	0	0	0	0	0	0	0	0	0	0	TOUSRI AM OFFICE R POST VACAN T
IDP C1		Assist stakeholders in implementing and facilitating agricultural projects	All enquiries from communities attended to within two weeks of receipt	Liaison services established	0	0	0	0	0	0	0	0	0	0	0	TOUSRI AM OFFICE R POST VACAN T
IDP C1		Liaise with DED to assist	Poverty Alleviation Programme implemented	Poverty Alleviation Programme Implemented	OCT 2010	N/A	N/A	OCT	0	N/A	N/A	N/A	OCT	0	0	FINANC IAL CONST

NAME OF DEPARTMENT																	
IDP Indicat or No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator	2009/2010		2010/2011				Planned Measures For Improvement						
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance		Annual Perf. Report				
							Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Target	Actual	
		stakeholders in participating fully in developing Cooperatives & SMME's in the municipal area	by 31 Oct 2010	Cooperatives and SMMEs													RAINTS
IDP D1.1	Good Governance	Process planning and management	IDP Process Plan adopted & Approved by aug 2010	IDP Process Plan	AUG		AUG	N/A	N/A	N/A	AUG	N/A	N/A	N/A	AUG	AUG	
IDP D1.1		Alignment of IDP, PMS, budget and organogram	Aligned IDP, Budget and PMS for 2010/2011 by june 2011	Aligned IDP, Budget and PMS	JUNE	0	N/A	N/A	N/A	N/A	JUNE	N/A	N/A	MAY	JUNE	MAY	
IDP D2		Alignment of IDP with national & provincial	National and provincial priorities and sector departments projects included in	National and provincial priorities and sector departments projects included in IDP	JUNE	0	N/A	N/A	N/A	N/A	JUNE	N/A	N/A	MAY	JUNE	MAY	

NAME OF DEPARTMENT																Planned Measures For Improvement	
IDP Indicator No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator	2009/2010		2010/2011				Annual Perf. Report						
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance		Target	Actual			
							Target Q1	Actual Q1	Target Q2	Actual Q2	Target	Actual	Target Q3	Actual Q3	Target Q4	Actual Q4	
		priorities & sector departments	2010/2011 IDP by June 2011														
IDP D1.3		Provision of training to ward committees	Fully functional ward committees by 30 June 2011	Effective ward committees	JUNE	0	N/A	N/A	N/A	N/A	JUNE	N/A	N/A	N/A	JUNE	JUNE	
IDP D2		Compliance with the Intergovernmental Relations Framework Act	Full compliance with the Act by 30 June 2011	Legal compliance	JUNE	0	N/A	N/A	N/A	N/A	JUNE	N/A	N/A	N/A	JUNE	JUNE	
IDP D2		Participate on the district education forum	All meetings attended according to schedule of local education forum	Established Local Education Forum by June 2011	JUNE	0	N/A	N/A	N/A	N/A	JUNE	N/A	N/A	N/A	JUNE	0	DEPT OF EDUCATION OVERSEES THE EDUCATION FUNCTION

IDP Indicator or No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator or	2009/2010		2010/2011				Planned Measures For Improvement				
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report			Q3 & Q4 Performance		Annual Perf. Report	
							Target Q1	Actual Q1	Target Q2	Actual Q2		Target	Actual	Target Q3	Actual Q3
IDP D2		Introduce Masifundisane Programmes	All Prioritised Programme milestones for the year achieved by March 2011	Implementable Masifundisane Programme Plan	MARCH 2011	N/A	N/A	N/A	N/A	N/A	MARCH	0	0	HELD BY THE DEPT OF EDUCATION	
IDP F9.5		Liaise with the Dept of Health to promote primary health care	Meetings of Health Care Forum attended and resolutions followed up before next meeting	Promote health care practices	4 MEE TINGS	4	1	4	1	4	4	1	4		
IDP F9		Develop local Disaster Management Plan which is aligned with the district's as well as province	Implementable plan submitted to Council for adoption .by 31 July 2010	Implementable Disaster Management Plan	JULY	0	0	N/A	N/A	N/A	N/A	0	0	FINANCIAL CONSTRAINTS	
IDP F9		Draft Contingency	Contingency Plan	Contingency Plan developed	AUG	0	0	N/A	N/A	N/A	N/A	0	0	FINANCIAL CONSTRAINTS	

NAME OF DEPARTMENT															
IDP Indicat or No.	National KPA	Strategic Objective	Measurable Objective/Outp ut	Performance Measure/Indicat or	2009/2010		2010/2011				Annual Perf. Report		Planne d Measur es For Improv ement		
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance			Target	Actual
							Target	Actual	Target	Actual	Target	Actual	Target	Actual	
		ny Plan in compliance with the Disaster Management Framework, ,	developed in consultation with the District and stakeholders by Aug 2010												AL CONST RAINTS
IDP F9		Encourage community Members to participate in the Disaster Forum	Establish Disaster Management Forum representing Stakeholders by 30 June 2011	Establish Disaster Management Forum											WILL BE DONE IN THE NEW FINANC IAL YEAR
IDP D1		Develop a programme with projects and events to promote targeted groups	Implemented programme by 30 June 2011	Implemented Programme											WILL BE DONE IN THE NEW FINANC IAL YEAR

NAME OF DEPARTMENT														Planned Measures For Improvement		
IDP Indicator No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator	2009/2010		2010/2011				Annual Perf. Report					
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance		Target		Actual	
					Target	Actual	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Target	Actual
IDP F7		Facilitate the implementation of the SALGA-KZN sports programme	SALGA-KZN Sports Programme implemented by 30 June 2011	SALGA-KZN Sports Programme implemented	JUNE	0	N/A	N/A	N/A	N/A	N/A	N/A	JUNE	June	June	June
IDP F7		Establish Sports Forum	Established Sports Forum representing Stakeholders by 30 June 2011	Sports Forum Established	30 JUNE	0	N/A	N/A	N/A	N/A	N/A	N/A	June	June	June	June
IDP F3		Embark on an education campaign in liaison with stakeholders	HIV & Aids plan will be reviewed by 30 June 2011	Implementable HIV and Aids plan	JUNE	0	N/A	N/A	N/A	N/A	N/A	N/A	JUNE	June	June	0

NAME OF DEPARTMENT														
IDP Indicat or No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator	2009/2010		2010/2011				Annual Perf. Report		Planned Measures For Improvement	
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance			Target
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
IDP D1		Upkeep and clean facilities	Clean & useable facilities throughout the year	Percentage of Clean & useable facilities	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
IDP F3		Develop a calendar of events in consultation with relevant stakeholders	Calendar of events implemented by 31 Aug 2011	Calendar of events	AUG	0	N/A	N/A	AUG	0	N/A	N/A	AUG	0
IDP B1		Liaise with the district on the promotion of environmental health	Completed monthly programmes and submission of reports	Monthly programmes executed	TELEPHO NIC ALL Y DON E									DONE TELEP HONIC ALLY

NAME OF DEPARTMENT														Planned Measures For Improvement
IDP Indicator No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator	2009/2010		2010/2011				Annual Perf. Report			
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance		Target	
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
IDP F4		issues												
			Review the existing programme and provide new facilities accordingly	6 facilities provided by 30 June 2011	Number of facilities provided	JUNE	0	N/A	N/A	N/A	N/A	N/A	JUNE	0
IDPB2.2		Establish means of maintaining existing facilities through community involvement	7 community and public facilities maintained by 30 June 2011	Number of facilities maintained										

NAME OF DEPARTMENT															
IDP Indicator or No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator or	2009/2010		2010/2011				Planned Measures For Improvement				
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance		Annual Perf. Report		
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
IDP E1	Financial Viability & Management	Review budgeting and reporting policies and procedures	Implement budgeting and reporting policies by 31 Dec 2010	Approved and implemented budgeting and reporting policies	N/A	N/A	DEC	0	DEC	0	DEC	0	N/A	MAY	MAY
IDP E3.1		Compile the budget	Budget aligned to IDP and approved by 30 June 2011	Approved budget	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	JUNE	MAY
IDPE6.1		Regularise the annual debtors collection rate	Set norm by 31 Oct 2010	Annual debtors collection rate (Payment level %) = (Last 12 months receipts) / (Last 12 months billing)	N/A	N/A	OCT	0	OCT	0	OCT	0	N/A	OCT	0
IDP E3.3		Enhance revenue	Revenue enhancement strategy developed by 31 Dec 2010	Approval alternative sources of funding	N/A	N/A	DEC	0	DEC	0	DEC	0	N/A	DEC	0
															NOT DONE WILL BE DONE IN THE NEW FINAN CIAL YEAR
															finance dept has strength

NAME OF DEPARTMENT																			
IDP Indicator No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator	2009/2010		2010/2011				Planned Measures For Improvement								
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report			Q3 & Q4 Performance		Annual Perf. Report					
							Target Q1	Actual Q1	Target Q2	Actual Q2	Target	Actual	Target Q3	Actual Q3	Target Q4	Actual Q4	Target	Actual	
IDP E1.1		Improve collection rate	95% of bills collected per month by 30 June 2011	Increased % of revenue collected	JUNE	0	N/A	N/A	N/A	N/A	JUNE	N/A	N/A	N/A	JUNE	80% BY JUNE	JUNE	80% BY JUNE	ten the debt collection and credit control for revenue enhancement consult debtors monthly
IDP E6.1		Formulate debt settlement policy	Implement Debt Settlement Policy by June 2011	Lead-time for the payment should agree to the Debt Settlement Policy	JUNE	0	N/A	N/A	N/A	N/A	JUNE	N/A	N/A	N/A	JUNE	0	June	30 days as per government gazette	

NAME OF DEPARTMENT														Planned Measures for Improvement			
IDP Indicator No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator	2009/2010		2010/2011				Q3 & Q4 Performance		Annual Perf. Report				
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance		Target	Actual	Target	Actual	
							Target Q1	Actual Q1	Target Q2	Actual Q2	Target	Actual	Target Q3	Actual Q3	Target Q4	Actual Q4	
IDPE1		Comply with financial statements	Compliance by 30 June 2011	GRAP compliant financial statements	JUNE	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	JUNE	JUNE	
IDPE5.2		Research and develop Supply Chain Policies	Implement and review policies and procedures annually	Approved Supply Chain Management Policies that are in line with the MFEMA and Regulations by June 2011	JUNE	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	JUNE	JUNE	POLICES APPROVED BY COUNCIL
IDPE5		Promote Black Economic Empowerment	10% increase in contracts awarded to BEE companies	Number of contracts awarded to SMME through Joint Ventures and Consortiums			4	4	2	2	6	6	2	2	2	2	8
IDPE5.2		Reduce turn around time	3 business days for purchase of goods	Time between requisition received and order issued	3 DAYS	3	3	3	3	3	3	3	3	3	3	3	3
IDPE5.2			25 business days for the finalisation of the tender process		within 30 days	within 30 days	within 30 days	within 30 days	within 30 days	within 30 days	within 30 days	within 30 days	within 30 days	within 30 days	within 30 days	within 30 days	within 30 days

NAME OF DEPARTMENT														Planned Measures For Improvement				
IDP Indicator or No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator or	2009/2010		2010/2011				Annual Perf. Report							
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance		Target		Actual			
							Target Q1	Actual Q1	Target Q2	Actual Q2	Target	Actual	Target Q3	Actual Q3	Target Q4	Actual Q4		
IDP E5.2			Set time frames for delivery at order date with the supplier	Time between order issued and delivery of goods	1-3 DAYS	1-3 DAY S	1-3 DAY S	1-3 DAY S	1-3 DAY S	1-3 DAY S	1-3 DAY S	1-3 DAY S	1-3 DAY S	1-3 DAY S	1-3 DAY S	1-3 DAY S	1-3 DAY S	NORMAL 30R MOR DEPENDS ONTHE NATURAL E OF GOODS
IDP A8.8	SPATIAL ANALYSIS & RATIONALE	Process development applications in line with the existing SDF & draft LUMS	Two development applications processed per week	Development applications processed in line with the existing SDF & draft LUMS	2 APP	2 APP	2 APP	2 APP	2 APP	2 APP	2 APP	4 APP	4 APP	2 APP	2 APP	2 APP	8 APP	WITH REGAR D TO LUMS FUNDING STILL AWAIT NING RESPO NSE FROM COGTA

IDP Indicator No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator	2009/2010		2010/2011				Planned Measures For Improvement						
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report			Q3 & Q4 Performance		Annual Perf. Report			
							Target Q1	Actual Q1	Target Q2	Actual Q2		Target	Actual	Target Q3	Actual Q3	Target Q4	Actual Q4
IDP A8		Increase densification to improve economic viability	Sewerage works will facilitate better planning/encourage development	Bulk Infrastructure													AWAITING FOR FUNDING OF THE SDF
IDP A8.2		Alignment of Mkhambathini SDF & UMDM SDF	All meetings attended according to schedule	All meetings attended	MEETINGS	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NO SCHEDULED MEETINGS
IDP A8.2		Liaise with Department of Housing to ensure that the Mkhambathini human settlement needs are implemented in a sustainable	Stage one (planning) for 500 houses per ward completed by 30 June 2011	Number of houses built	500	80	500	80	500	160	80	500	80	500	320		

NAME OF DEPARTMENT																	
IDP Indicator or No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator or	2009/2010		2010/2011				Annual Perf. Report		Planned Measures For Improvement				
					Target	Actual	Q1 & Q2 Performance		½ Yearly Perf. Report		Q3 & Q4 Performance			Target	Actual		
					Target	Actual	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Target	Actual	
		manner, into adopted housing plan															
IDP F5.1		Provide basic services in liaison with relevant stakeholders	Planning for implementation of basic services by 30 June 2011	Planning for implementing of basic services	JUNE	0	N/A	N/A	N/A	N/A	N/A	N/A	JUNE	JUNE	JUNE	JUNE	



CHAPTER SIX

CHAPTER 6: Report of the Audit Committee

Report of the Audit Committee

We are pleased to present our report for the financial year ended 30 June 2011.

Audit Committee Members Attendance

Name	Date	Date	Date	Date	Date
Mr. Vukani Dlamini (Chairperson)	30 August 2010	22 October 2010	31 January 2011	13 May 2011	27 June 2011
Mr. Joel Mathobela	30 August 2010	22 October 2010	31 January 2011	13 May 2011	27 June 2011
Mr. Sikhumbuzo Kunene	30 August 2010	22 October 2010	31 January 2011	13 May 2011	27 June 2011

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 166 of the Municipal Finance Management Act. The Audit Committee also reports that it adopted appropriate formal terms of reference as its Audit Committee Charter, regulated its affairs in compliance with this Charter, and discharged its responsibilities as contained therein.

The effectiveness of internal control

The Audit Committee concurs and accepts the conclusions of the Auditor-General on the annual financial statements and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.

The Committee wishes to thank the municipal officials, Internal and External Auditors for their contribution towards effective functioning of the municipality.

Vukani Dlamini
Chairperson of the Audit Committee



CHAPTER SEVEN

CHAPTER 7: Report of the Auditor General

REPORT OF THE AUDITOR-GENERAL TO THE KWAZULU-NATAL PROVINCIAL LEGISLATURE AND THE COUNCIL ON MKHAMBATHINI MUNICIPALITY

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the accompanying financial statements of the Mkhambathini Municipality which comprise the statement of financial position as at 30 June 2011, the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, a summary of significant accounting policies and other explanatory information, as set out on pages 9-13.

Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Local Government: Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2010 (Act No. 1 of 2010) (DORA), and for such internal control as management determines necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), section 4 of the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and section 126(3) of the MFMA, my responsibility is to express an opinion on the financial statements based on my audit.
4. I conducted my audit in accordance with International Standards on Auditing and *General Notice No. 1111 of 2010* issued in *Government Gazette No. 33872 of 15 December 2010*. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
5. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the municipality's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as

evaluating the overall presentation of the financial statements.

6. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

7. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Mkhambathini Municipality as at 30 June 2011, and its financial performance and cash flows for the year then ended in accordance with the SA Standards of GRAP and in the manner required by the MFMA and DORA.

Emphasis of matters

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

Significant uncertainties

9. As disclosed in note 8 to the financial statements, included in accounts receivable is a value added taxation receivable amounting to R1,644 million, which is currently in dispute with the South African Revenue Service.

Restatement of corresponding figures

10. As disclosed in note 26 to the financial statements, the corresponding figures for 30 June 2010 have been restated as a result of errors discovered during 30 June 2011 in the financial statements of the municipality at, and for the year ended 30 June 2010.

Irregular expenditure

11. The municipality incurred irregular expenditure of R739 807 as the expenditure incurred was in contravention of the Local Government: Municipal Supply Chain Management Regulations (MSCMR), 2005.

Additional matter

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

Unaudited supplementary schedules

13. The supplementary information set out on pages 3-4 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and accordingly I do not express an opinion thereon.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

14. In accordance with the PAA and in terms of *General Notice No. 1111 of 2010*,

issued in *Government Gazette No. 33872 of 15 December 2010*, I include below my findings on the annual performance report and material non-compliance with laws and regulations applicable to the municipality.

Predetermined objectives

Usefulness of information

15. The reported performance information was deficient in respect of the following criteria:

- Measurability: The indicators are not well defined, and targets are not measurable and time bound.

16. The following audit finding relates to the above criteria:

Planned and reported targets / indicators are not measurable and time-bound

17. For the selected objectives in respect of basic service delivery and infrastructure investment, 33% of the planned and reported targets were not:

- measurable in identifying the required performance;
- time-bound in specifying the time period or deadline for delivery.

Compliance with laws and regulations

Strategic planning and performance management

18. The accounting officer of the municipality did not submit the results of the assessment on the performance of the municipality during the first half of the financial year to National and Provincial Treasury, as required by section 72(1) (b) of the MFMA.

Annual financial statements

19. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 (1) (a) of the MFMA. Material misstatements of capital assets, liabilities and disclosure items were identified by the auditors and were subsequently corrected resulting in the financial statements receiving an unqualified audit opinion.

Procurement and contract management

20. Awards were made to suppliers who did not submit a declaration on their employment by the state or their relationship to a person employed by the state as per the requirements regulations 13 (c) and 44 of the MSCMR.

21. The preference point system was not applied in all procurement of goods and services above R30 000 as required by section 2(a) of the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000) and MSCMR 8(1) (a).

22. Awards were made to providers who are persons in service of other state institutions in contravention of the requirements of MSCMR 44.

Expenditure management

23. The accounting officer did not take effective and appropriate steps to prevent irregular expenditure, as per the requirements of section 62(1) (d) of the MFMA.

INTERNAL CONTROL

24. In accordance with the PAA and in terms of *General Notice No. 1111 of 2010*, issued in *Government Gazette No. 33872 of 15 December 2010*, I considered internal control relevant to my audit, but not for the purpose of expressing an opinion on the effectiveness of internal control. The matters reported below are limited to the significant deficiencies that resulted in the findings on the annual performance report and the findings on compliance with laws and regulations included in this report.

Leadership

25. The accounting officer and delegated officials have not exercised oversight responsibility over financial and performance reporting, compliance with laws and regulations and internal control. In this regard, the financial statements and performance reports were not adequately reviewed prior to submission for audit.

Financial and performance management

26. Systems were not appropriate to facilitate the preparation of quality financial statements and performance reports resulting in corrections being recommended as a result of audit findings. Actions were not taken to address risks relating to the achievement of complete and accurate financial and performance reporting and to mitigate the risk resulting in non-compliance with regulatory and reporting requirements.

Pietermaritzburg

30 November 2011



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence



CHAPTER EIGHT

CHAPTER 8: AUDITED STATEMENTS AND RELATED FINANCIAL INFORMATION

8.1 Refer to Annexure B

8.2 GRANTS EXPENDITURE

All intergovernmental grants received through the Division of Revenue Act (Dora) or through any means are listed below.

Furthermore, additional information provided for each grant in terms of the outputs and outcomes achieved and weather any of the grant conditions were not satisfied including inability to spend the funds in a timely manner or not properly accounting for the grant funds.

GRANT DETAILS	AMOUNT RECEIVED AND SPENT EACH QUARTER					
Grant Name, Purpose/Project	1 Apr 2010 To 30 Jun 2010	1 Jul 2010 To 30 Sep 2010	1 Oct 2010 To 31 Dec 2010	1 Jan 2011 To 31 Mar 2011	1 Apr 2011 To 30 Jun 2011	Total Rand
MSIG	-	R750 000.00	-	-	-	R750 000.00
Equitable Share	-	R8 583 925.00	R6 867 140.00	R5 510 354.00	-	R20 601 419.00
Sport	-	-	R525 000.00	R525 000.00	-	R105 000
Housing	-	-	-	R1001385.50	-	R1001385.50
Pound	-	-	-	R1 000 000.00	-	R1 000 000.00
MIG	R304 000	-	R3 215 000.00	R5 009 000.00	-	R8 528 000
Arts & Culture	-	-	-	R96 000.00	-	R96 000.00

8.3 RESPONSE TO THE AUDIT REPORT ON THE AFS

AUDIT ACTION PLAN FOR THE AUDIT 2010/11

AG ID No.	Query	Query Description	Action to be taken	Deadline	Responsible person	Budget
9	Significant uncertainties	VAT amounting R1 644 million under dispute with SARS	Continues engagement with SARS through the consultant employed by the municipality to deal with the dispute.	30-Apr-12	CFO	15% of Claimed Amount
11	Irregular Expenditure	Contravention of the Local Government: SCM Regulations (MSCMR) 2005	Ensure full compliance will SCM Regulations	31-Mar-12	CFO	Nil
17	Planned and Reported targets	Basic service delivery and infrastructure investment, 33% of the planned and reported targets were not measurable in identifying the required performance and time-bound in specifying the time period or deadline for delivery.	Set proper targets and timeframe for Service delivery	31-Jan-12	PMSO	Nil
18	Compliance with laws and regulations	Non submission of the results of the mid year performance assessment to National and Provincial Treasuries as required by S72(1) (a) of the MFMA	Ensure the submission of Mid year performance assessment to National and Provincial Treasuries.	Jan-12	MM	Nil
19	AFS	Material misstatements	Prepare bi annual financial statements	Feb-12	CFO	Nil
18	Procurement and contract management	Awards to person employed by state	All suppliers to sign declaration of interest before awarded contracts.	31-Jan-12	CFO	
	Procurement and contract management	Preference points were not applied in procurement of goods and services above R30 000	To ensure full compliance with our SCM policy.	Jan-12		Nil

List of References

1. uMgungundlovu District Municipality Integrated Development Plan
2. Integrated Development Plan Guide Pack
3. Annual Reports of Numerous Municipalities
4. Policy Framework for managing Performance in the uMgungundlovu District Municipality
5. uMgungundlovu District Performance Management System
6. uMgungundlovu District Municipality Client and Quality of Life Survey
7. Relevant Legislation and Policy Directives

Annexure "A": Organogram

