



ANNUAL REPORT 2007/2008

UMKHANYAKUDE DISTRICT MUNICIPALITY

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Mayor's Foreword

I am please to present the uMkhanyakude Annual report for the year 2007/ 2008. This report provides a summary of the many activities that have been carried out by the various organisations of the Municipality for the past period July 2007 – June 2008. It also provides background to the governance of the Municipality and the roles related to various Departments within the Municipality.

The previous year was a very important one for uMkhanyakude District Municipality, the family of local municipalities and the uMkhanyakude citizens at large. As a Municipality we have contributed immensely in changing the lives of the local citizens for the better, and we will continue to improve on service delivery and the provision of excellent customer satisfaction.

As a local government institution we realize and are aware that we are at face of service delivery. For this reason, we are constantly reinventing ourselves and strengthening our capacity to meet the challenges brought about by the serious and huge basic service backlog that our Municipality has to deal with.

Our major challenge besides the huge backlog of basic services is the severe drought that has a serious negative impact on our service delivery programmes and investment opportunities. However, I am confident that through the good will and commitment by both staff and councilors of this Municipality, we will achieve, improve and do much better in the years to come.

I would like to especially thank the Council, council committees, technical staff, sector departments, and private non-government organizations that have contributed towards all the programmes that we implemented during the period of 2007 / 2008.

**CLLR L M MTHOMBENI
HIS WORSHIP THE MAYOR**

Municipal Manager's Foreword

In the past year we have endeavored to provide efficient and effective administration support to political leadership as well as the local community in addressing the huge and serious basic service delivery backlog and eliminating poverty and inequalities within the area of Umkhanyakude.

UMkhanyakude Municipality has dealt with numerous challenges such as water provision, HIV/AIDS, unemployment disasters and economic development. We have done our best, through administration processes, to provide a better life for our communities. We are determined and committed to building a sustainable, successful and viable District Municipality which we shall all be proud of.

While we have successes elsewhere, it is a fact that there are some challenges. These will receive focused attention during the 2008/ 2009 financial year: some of these are:

- Skills shortage in critical and Technical areas
- Cascading of the performance Management System to other levels of Administration.
- Improved and on- time implementation of projects.
- Insufficient capital resources to eradicate basic service backlog.

I strongly believe that what we aim at, will determine what we will become. Therefore, we will aim at excellence which will help and motivate us to point our efforts towards the realization of our potential to endeavor to fulfill our capabilities

MR. M. T-G. MCHUNU
MUNICIPAL MANAGER

CHAPTER 1

Overview of the District Municipality

BACKGROUND OF UMKHANYAKUDE DISTRICT MUNICIPALITY

“UMkhanyakude” refers to the greenish tree with some thorns (Acacia Xanthophloea Fever Tree) that mainly grows in the Umkhanyakude District. Literally Umkhanyakude means “that shows light from afar”. Umkhanyakude District is situated in the North-Eastern part of KwaZulu Natal, extending from the uMfolozi River up to the Mozambique border, being bonded on the east by the Greater St Lucia Wetland Park which encompasses the entire coastline onto the Indian Ocean.

KEY DATA	
Population (DBSA 2006)	645 358
Area (DLGTA 2006 KZN Profile)	13 859 km ²
Population Density	46.57/km ²
Male	54%
Female	46%
Proportion of Youth	70%
Formally Employed Population	13%
Estimated Population Growth	1.65

Source: DC 27 SDF (07/08)

There are five local municipalities:

Umhlabuyalingana Municipality	- KZ 271
Jozini Municipality	- KZ 272
The Big 5 False Bay Municipality	- KZ 273
Hlabisa Municipality	- KZ 274
Mtubatuba Municipality	- KZ 275

There is also a District Management Area – ZDMA 27 which encompasses conservation areas and the wetlands.

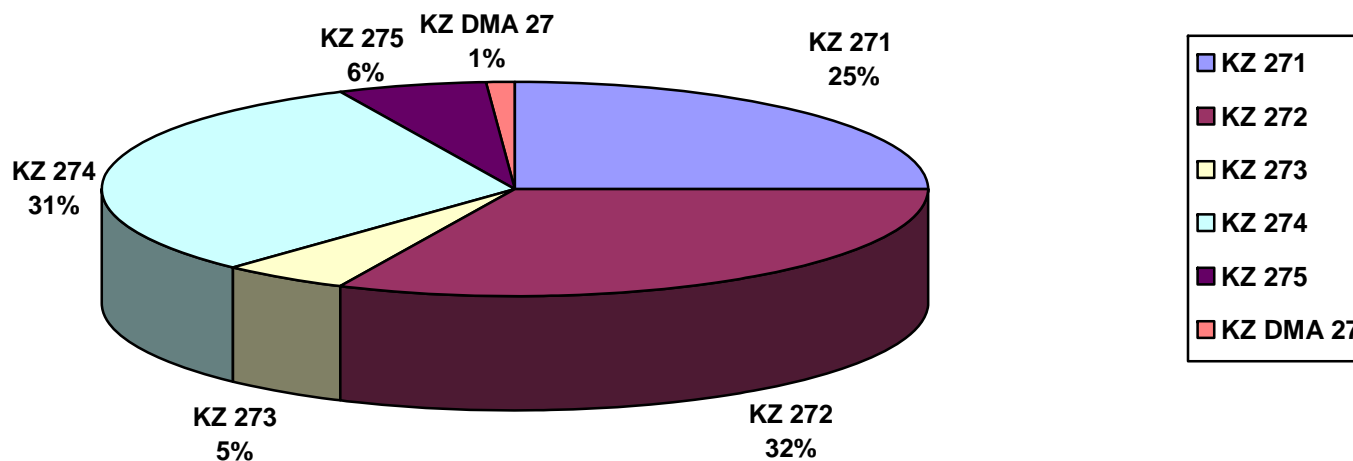
The District is one of the four Presidential Nodes in the Province and is largely rural. There are two formalized towns, namely Mtubatuba and Hluhluwe and Hlabisa. There are other towns that are economically active but in the process of being formalised such as Manguzi, Jozini, Ingwavuma, Mbazwana and Mkuze.

Key Data

Traditional Councils (TC) in Proportion to Municipal Areas

Municipality	Area km ²	% Area km ²	TC Area km ²	% TC Area km ²	Population (2001)	Population Density/km ²	% Municipality	Wards
KZ 271	3 621	26.1	3 160	87.3	140 962	38.91	25	13
KZ 272	3 057	22.1	2 136	69.9	184 090	60.22	32	17
KZ 273	1 061	7.7	239	22.5	31 106	29.31	5	4
KZ 274	1 417	10.2	1 345	94.9	176 890	124.83	31	19
KZ 275	496	3.6	0	0.0	35 211	70.99	6	5
KZDMA 27	4 207	30.4	0	0.0	8 082	1.92	1	0
Total	13 859		6 880		573 341			

Source: DLGTA (KZN Spatial Profile – 06/07)



- Jozini and Hlabisa municipalities have the highest population figures with the proportion of 32% and 31% respectively
- Population for Hlabisa Municipality has the highest density of 124,83/km²
- 88% of the population of the District reside at Umhlabuyalingana, Jozini and Hlabisa
- The DMA is sparsely populated with a proportion of about 1% of the population

CHAPTER 2

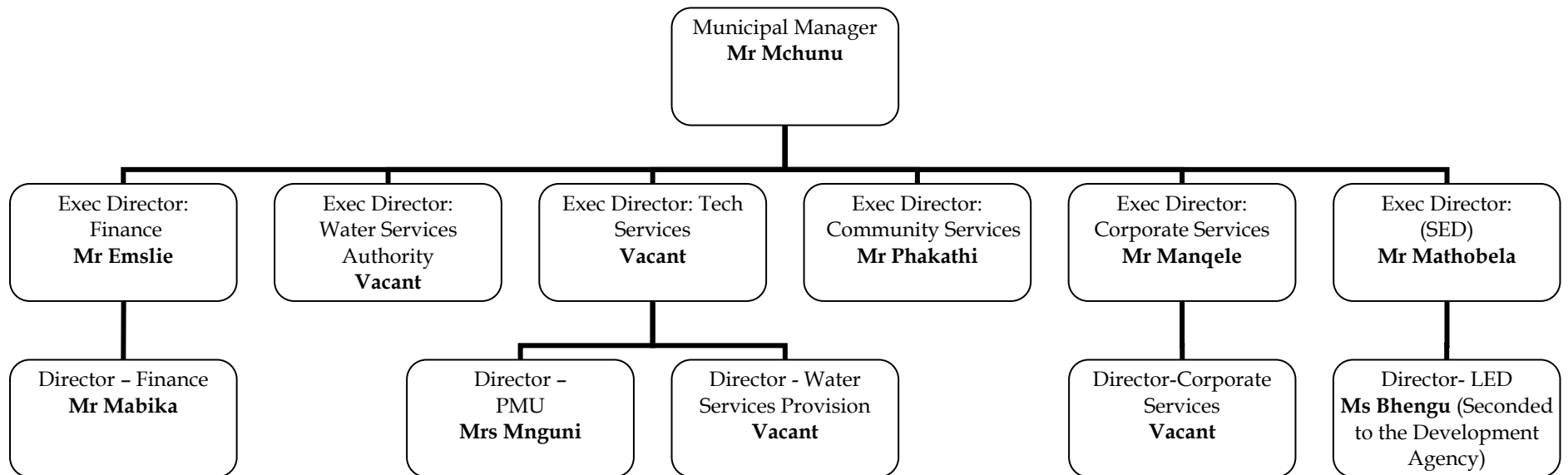
Human Resource and Organizational Arrangements

The Council is made up of 27 members with the ExCo comprising of six members. The Municipal Manager of the District Municipality is responsible for the following departments:

- Corporate Services
- Financial Services
- Waste and Environmental Services
- Water and Sanitation Technical Services and
- Social and Economic Development (SED)
- Community Services (established in Feb 2008)

The total number of staff is 191 excluding Councillors (as at the end of March 2008).

Below is the Organogram of the top management structure:



Disclosures Concerning Councillors, Directors and Senior Officials for the period 1 July 2007 to 30 June 2008

Remuneration of the Municipal Manager

Annual remuneration	500,678	281,393
Cell allowance	28,647	16,100
Performance bonuses	0	31,603
Housing allowance	17,850	10,032
Travel allowance and claims	223,565	105,256
Subsistence	714	181
Back pay	18,947	38,289
Leave pay	0	43,217
Contributions to UIF,medical and pension funds	24,072	24,879
Total	814,471	550,951

Remuneration of the Chief Financial Officer

Annual remuneration	326,431	208,206
Cell allowance	21,882	22,796
Performance bonuses	0	0
Housing allowance	10,352	12,632
Travel allowance and claims	290,138	226,318
Subsistence	520	0
Back pay	16,726	0
Leave pay	0	0
Contributions to UIF,medical and pension funds	90,844	58,967
Total	756,893	528,919

Remuneration of Individual Executive Directors

	Technical Services	Corporate Services	Planning & Tourism	Water & Sanitation
30 June 2008	R	R	R	R
Annual remuneration	150,248	199,170	365,177	202,587
Cell allowance	11,000	4,000	8,400	12,211
Performance bonuses	0	0	0	26,328
Housing allowance	0	0	33,788	22,568
Travel allowances and claims	84,785	31,923	154,530	131,802
Subsistence	0	102	0	8,377
Back pay	0	0	16,454	65,062
Leave pay	0	0	0	0
Acting allowance	0	0	0	4,443
Contributions to UIF, medical and pension funds	27,676	36,485	75,915	51,821
Total	273,710	271,680	654,265	525,198

	Technical Services	Corporate Services	Planning & Tourism	Water & Sanitation
30 June 2007	R	R	R	R
Annual remuneration	96,085	145,526	238,084	293,851
Cell allowance	5,918	8,878	14,431	17,755
Performance bonuses	20,601	24,721	0	24,721
Housing allowance	5,053	7,579	16,316	15,159
Travel allowances and claims	55,417	80,806	116,190	169,841
Subsistence	30	66	0	15,615
Back pay	2,799	2,799	7,813	6,869
Leave pay	6,230	56,957	0	0
Acting allowance	0	0	10,530	0
Contributions to UIF, medical and pension funds	27,244	45,627	39,258	84,566
Total	219,376	372,959	442,623	628,376

**2008
R**

**2007
R**

Remuneration paid by Municipal Entities

Umhlosinga Development Agency (Proprietary Limited)

	-	-
Salaries, allowances and benefits	-	-
Directors Emoluments	-	-

REMUNERATION OF COUNCILLORS

Executive Mayor	355,993	290,357
Deputy Mayor, Speaker and Exco members	1,087,885	947,236
Councillors	1,125,250	965,828
Other		199,546
Total Councillors' Remuneration	2,569,127	2,402,967

CHAPTER 3

Service Delivery Highlights

Regarding the implementation of technical projects during the annual year 2007/8 the focus was mainly around the obtaining of approval and the starting of new projects under the MIG funding stream to ensure ongoing success on the programme for the next three years.

The Municipality signed a Memorandum of Agreement for the starting of 30 EPWP learnerships. These learners have completed their 1st and 2nd phases of their projects. Contract Agreements for phase 3 were signed with all the learners.

At the start of the financial year the approved budget indicated the anticipated spending on the approved projects for the year. The Capital Budget approved for 2005/6 to 2007/8 is attached. It shows the anticipated spending on MIG and Sports and Recreation projects. These projects are in the Municipal IDP and the approved budget also forms part of the IDP process.

One project totally falls outside of the funding stream, the Hluhluwe Phase 3 Bulk Supply Project was started and is progressing well. This project was funded by DWAF directly and the DWAF Construction Unit was used to do the construction. This is the reason why this project is not shown in the approved budget. Umkhanyakude is very fortunate to have this unit available and obtain this additional funding. (R20 mil per annum). The DWAF Construction Unit was also appointed to do the reticulation on the same project with MIG funding. This project has started in June 2006 and will be completed in March 2009.

The following projects have been completed in 2007/08 financial year:

- Zama Zama Sanitation
- Bhambanana Phase 2 Sport Centre
- Mangusi Phase 3 Sport Centre
- Mtubatuba Sports Complex 1
- Qongwana Sport field
- Phelandaba sanitation phase 1
- Phelandaba water phase 1
- Renovation of Mngqobokazi hall
- Jozini treatment works

- Number of total jobs created in the above projects during this financial year was 2500.
- Number of people trained = 800. Training consisted of accredited as well as non accredited training.
- Contractor development course was undertaken with the assistance from the Department of Public Works and CIDB.

NEW PROJECTS STARTED

The following projects were implemented:

Enkanyezini CWSS
Phelandaba CWSS Phase 2
Ezibayeni CWSS Phase 2
Ezibayeni SAN Phase 2
Mphopomeni CWSS Phase 2
Hluhluwe CWSS Phase 3
Mtubatuba/KwaMsane Sport
Makhasa Sport
KwaNgwanase Retic
Ntshongwe/Malobeni CWSS 2
Shemula SAN
Mtubatuba Water
Othobothini CWSS
Mabhokisini CWSS
Jozini Water
Manguzi Sport
Bhambanana Sport
Phelandaba SAN Phase 2
Zamazama SAN Phase 2
Isihlangwini CWSS

EPWP LEANERSHIP PROGRAMME

The department is also responsible for the implementation of the EPWP learnership programme which was introduced by the Department of Public Works.

The Municipality signed a Memorandum of Agreement for the starting of 30 EPWP learnerships. These learners have undergone classroom training from September 2005 to June 2006. They only started their actual work on different sites in September 2006

to the amount of R 350 000 as their first phase. However, there have been delays in completion of the leanership due to financial constraints. As a result, 4 of the leanership contractors will be completed in March 2009.

- Start of phase 2 – February 2007
- Completion of phase 2 – July 2007
- Start of phase 3 – September 2007
- Completion of phase 3 – March 2009

On completion, these leaners will be registered with CIDB for level 3 grading. Exit strategy has been developed to ensure the sustainability of the contractors after the programme.

ELECTRICITY PROJECTS AND OPERATION AND MAINTENANCE

The License for the Management and supply of electricity in KwaMsane currently being held by the District Municipality. Transfer of Ingwavuma licence is underway. Maintenance was done in these two areas as the budget allowed.

After excessive repairs were done by a contractor in the previous financial year the electrical system in KwaMsane did not give many problems. Just normal maintenance was done. All outages experienced during this time were due to the ESKOM bulk supply. Negotiations are currently being done with Eskom to better their bulk supply to the area.

The system at Ingwavuma was in a better state as an Electrical Consultant was appointed by Jozini Municipality previously to manage the maintenance. Preventative maintenance was done and the system was not allowed to fall into disarray. The Manager Energy however did a full investigation and have embarked on preventative maintenance on the transformers in the area.

Electricity supply to 38 consumers in the Nkoyoyweni area was done in-house using the local maintenance teams and local labour.

To combat the problem with illegal connections in KwaMsane, the internal team was used to undertake house to house investigation to disconnect illegal connections and to prepare a list of these connections. These properties were then fined a penalty and reconnection fee interms of electricity payments.

During this financial year Eskom made 1470 new connections in DC 27 area and Nura connected 4345 people to non grid electricity.

PLANNING

It is the requirement of the funding department that all municipalities must submit their three year capital planning to ensure proper allocation of funding. Unfortunately the department could not submit this due to unavailability of the proper WSDP. Only one BP was submitted to DWAF ie. Sanitation area BP for the whole of UMkhanyakude.

CHALLENGES

- In general, the biggest problem encountered during this financial year was insufficient budget to implement infrastructure projects
- Lack of proper planning for infrastructure (WSDP not in place).
- On the two Sport projects, Bhambanana and Manguzi, the contractors left site due to non payment and huge claims were being received for losses that they had and these were paid by the DM
- Shortage of resources (transport , computers) makes it very difficult for the field workers to monitor projects.
- Delays in filing of critical positions
- Delays in appointment of service providers have huge impact in service deliver and it is affecting the annual allocated budget by DPLG.
- Most projects could not be tested due to unavailability of water in most areas.
- Lack of training for electricity general workers (trade testing in particular)

WAY FORWARD

- Proper WSDP, GIS and the Master plan should be in place to direct the implementation of projects.
- Resources be made available to facilitate proper monitoring of the projects.
- No payments will be effected without prior checking on sites whether what has been claimed for is correct and has been done.
- Monthly reports to be submitted to relevant stakeholders as required.

- Quarterly Meetings with all the LM to ensure the coordination of services rendered and to enhance better communication
- Number of houses electrified (Eskom-1470, Nura 4345 and DM 38)
- Number of total jobs created in the above projects during this financial year was 2500.
- Number of people trained = 800. Training consisted of accredited as well as non accredited training.
- Number of people provided with water – 19680
- Number of households provided with sanitation- 3283

MIG allocation of ±R91m was spent 100% in 2007/2008 financial year and was spent to the attached projects.

The current backlog for both water and sanitation services is projected to be alleviated in 2019/2020. However it is felt that this could be brought forward to 2014/2015 if additional funding was obtained.

Audited Financial Statements

The following components are part of the report.

Umkhanyakude Annual Financial Statements 2008 (with 2007 comparatives)

- 1(i) Report of the Auditor General on the 2007 Annual Financial Statements
- 1(ii) Responses to the Auditor General Report 2007
- 1(iii) Audit Committee Report on the Annual Financial Statements and Auditor General Report for 2007

- 2(i) Report of the Auditor General on the 2008 Annual Financial Statements

- 2(ii) Audit Committee Status Report 2008

- 2(iii) Audit Committee Report 2008

- 3 Umhlosinga Development Agency (Pty) Ltd Annual Financial Statements 2008
- 3(i) Report of the Auditor General 2008

ORGANISATIONAL PERFORMANCE HIGHLIGHTS: 2007/2008

The following are priority issues for the District. It must be noted that they have not yet been arranged in any order of importance.

Priority Issue	Status Quo
Poverty	<ul style="list-style-type: none"> ▪ A significant portion of the community still survives below poverty line of R1 600 per month ▪ Poverty is characterized by a range of social and economic deficiencies such as illiteracy, lack of access to land and basic services, lack of decent housing and unemployment
Poor Access to Physical Infrastructure	<ul style="list-style-type: none"> ▪ Due to past imbalances there is a huge backlog in the construction of infrastructure ▪ Most people look up to municipalities to provide infrastructure and over the past five years there has been a significant investment in construction of infrastructure ▪ Water and sanitation, electricity and roads infrastructure backlogs still needs to be addressed ▪ Lack of designated solid waste disposal sites ▪ Lack of designated cemeteries
Unemployment	<ul style="list-style-type: none"> ▪ The economy of the District is not vibrant to such an extent that it can provide sustainable jobs ▪ There has been a number of initiatives by the District to create an enabling environment for jobs to be created through EPWP
Poor Land Use Management	<ul style="list-style-type: none"> ▪ Some municipalities have not yet finalised their LUMS and as such the District is not properly zoned in order to control land use ▪ In most areas development is still occurring in an uncoordinated fashion ▪ Most nodes are not yet planned
Lack of Access to Land and Housing	<ul style="list-style-type: none"> ▪ Productive commercial land is not geographically distributed across the entire District ▪ The Makhathini Flats and Pongola Floodplain needs to be planned properly to the benefit of local people for agricultural purposes ▪ Land reform and land tenure needs to be addressed rapidly ▪ Most housing is built with traditional material and is not strong enough to last for the foreseeable future

Priority Issue	Status Quo
Disaster Management	<ul style="list-style-type: none"> ▪ Almost all municipalities have facilities to deal with potential disasters which are man made and natural ▪ Drought is increasingly becoming a serious problem such that water sources have dropped dramatically recently and this has been a phenomenon for the past five years and predictions are that the situation will become even worse in the next coming years probably until 2009 ▪ Road and rail transport still pose a threat to local communities as it carries hazardous material
Safety and Security	<ul style="list-style-type: none"> ▪ High levels of crime, domestic violence and child abuse are a country-wide phenomenon and are as a result of high levels of poverty and unemployment within the District ▪ Sharing borders with two countries present a different set of complex challenges that none of the municipalities could handle
Capacity Building for SMMEs	<ul style="list-style-type: none"> ▪ The local economy is not vibrant enough to create opportunities to the benefit for SMMEs ▪ Illiteracy create barriers to entry in the formal business arena for SMMEs ▪ There is limited access to information for SMMEs in deep rural areas
Building a Sustainable Economy	<ul style="list-style-type: none"> ▪ Main drivers of the local economy are tourism and agriculture other opportunities need to be exploited ▪ Lack of sufficient investment to inject into the economy
People Living With Disability (PWDs)	<ul style="list-style-type: none"> ▪ District Disability forum has been established. ▪ Local Municipalities are establishing theirs – August 2007 being the dead line of structures formation. ▪ Five District Hospitals offering Institutional Therapeutic and Rehabilitation Services. ▪ Department of Social Welfare offering Support Role through Disability Grants. ▪ Major Disabilities: HIV/AIDS, hearing problems (deafness), visual, speech, cerebral palsy, neck-and-back problem, polio, stroke, locomotor, mental retardation, etc. ▪ Major Causes: HIV/AIDS, peripheral neuropathy, ear discharge, birth defects, lifestyles, malnutrition, man-made disasters, German measles (rubella), natural disasters, occupational hazards. ▪ First District Disability Conference in KZN (information Dissemination & Capacity Building Workshop 27 – 28 May 2005) – resolutions on access, inclusion, participation and improved quality of life. ▪ Focus on Disabilities - Self – esteem, identity, communication, cultural and economic participation initiatives, relief & aid, women’s right issues, HIV/AIDS education, life skills, sport, youth development, literacy & environment.

Addressing Cross Cutting Issues

Cross cutting issues stem out of priority issues that have been identified. These issues tend to have multiple impacts and should be considered during the formulation and implementation of the strategic framework. The following are issues identified as cross cutting:

- Addressing the impact of HIV/AIDS
- Alleviation of poverty
- Ensuring spatial integration
- Promoting sustainability

Addressing the Impact of HIV/AIDS

Three strategic focus areas have been identified in the Umkhanyakude District Municipal HIV/AIDS Strategic Plan, which are:

- Destigmatise HIV/AIDS
- Local Economic Development
- Coordination and Cooperation (Partnerships)

HIV/AIDS will be addressed by:

- Promoting an awareness of the impacts of HIV/AIDS within the District with a focus on ensuring a user friendly approach to awareness
- Providing support systems for people living with AIDS
- Assisting or developing programmes that deal with those people who are infected and affected by HIV/AIDS
- Providing outreach programmes to all communities of Umkhanyakude District
- Promoting partnerships in dealing with the impacts
- Ensure a co-ordinated approach to addressing the impact

Alleviating Poverty

The statistics indicate that a large portion of the population within the District is still surviving below the poverty line. There is still a backlog in the provision of basic services within the District. Furthermore, high levels of unemployment and low levels of education also contribute to poverty. The fact that the District is one of the Presidential Nodes clearly indicates the extent of poverty that is associated with the area.

Poverty will be addressed by:

- Providing basic services and facilities in areas that were previously neglected
- Promoting partnerships with various stakeholders including private and public sector, in fighting poverty
- Promoting economic development initiatives so as to directly address poverty
- Implementing free basic services programmes
- Implementing NSDP Principles

5.2.3 Ensuring Spatial Integration

Historically, human settlements have always been shaped along the lines of race and class. This then resulted in exclusion of the majority of people from mainstream economy. This is especially the case for the District of Umkhanyakude as the majority of people are struggling mainly because of disintegrated spatial planning of the past. Settlement patterns within the District are largely dispersed resulting in huge costs for putting up infrastructure.

Spatial Integration will be addressed by:

- Delivering services and facilities to historical settlement patterns
- Facilitate development taking into account the distribution of land (TC own 50% and the DMA owns 30%)
- Increasing capacity of law enforcement in partnership with other government departments
- Improving the distribution of access to opportunities within the District
- Implementation of the Biosphere Reserve Plan so as to achieve the appropriately manage the unique natural environment within the District
- Implementing NSDP Principles

Promoting Sustainability

The Vision of Umkhanyakude District Municipality emphasises the importance of service delivery in a "sustainable manner". This then calls for proper management of resources for the foreseeable future. Appropriate levels of capacity are required to maintain the environment (within which the District operates) in a sustainable manner.

Sustainability will be addressed by:

- Creating an awareness around sustainability
- Ensuring that capacity building is geared towards realizing sustainability
- Recognising indigenous knowledge and practices

The Five Year Strategic Agenda for Umkhanyakude District Municipality

The **Vision** Umkhanyakude District Municipality is:

“To meet basic needs and improve quality of the community in a democratic and sustainable manner”.

The District Municipality is committed to:

- Deliver basic services to all its people
- Support local municipalities to become viable
- Promote good governance and intergovernmental relations
- Maximise the opportunities offered by its Unique Natural Assets and Cultural Heritage
- Conserve Natural Bio-Diversity

The Strategic Agenda is characterized by the following Key Performance Areas, namely:

- Transformation and Institutional Development
- Improved Service Delivery and Infrastructure Investment
- Sustainable Local Economic Development
- Municipal Financial Viability and Management
- Good Governance and Public transformation

KPA 1: TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

No	PLANNED INTERVENTIONS	DELIVERABLES	ACTUAL PERFORMANCE
1.	Preparation of credible IDPs by the family of municipalities	<ul style="list-style-type: none"> ▪ Prepared District-wide Analysis ▪ Developed Strategies ▪ Packaged Projects ▪ Integration of an Operational Strategy ▪ Approval of the IDP Document 	Approved IDP Document
2.	Strengthening of intergovernmental system so that IGR structures adhere to IGR Framework Legislation	<ul style="list-style-type: none"> ▪ Functional District IGR structures ▪ Participation in Provincial IGR structures 	Meetings held as per the District-wide Calendar
3.	Improve working relations with local key stakeholders (such as the Greater St Lucia Wetland Park Authority, Amakhosi, Ezemvelo KZN Wildlife, farmers associations, tourism associations, NGOs etc)	<ul style="list-style-type: none"> ▪ Establishment of a working group to strengthen partnerships ▪ Transparency in development initiatives by all stakeholders 	Formalised working relations and the Forum fully operational
4.	Implementation of Organisational Performance Management System (OPMS)	<ul style="list-style-type: none"> ▪ Approved OPMS by Council 	Organisational structure aligned to the IDP established and operationalised and The interface between ExCo and Council to align administrative and political priorities of Council managed effectively Municipal Manager

KPA 1: TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT.....

No	PLANNED INTERVENTIONS	DELIVERABLES	ACTUAL PERFORMANCE
5.	Capacity development for Councillors, ward committees and officials	<ul style="list-style-type: none"> ▪ Well informed councillors, ward committees and officials in Development Planning and Tourism concepts 	Training programmes were conducted
6.	Revision of the District Municipal organogram	<ul style="list-style-type: none"> ▪ Revised and approved organogram ▪ Filling of vacant posts ▪ Efficient utilization of staff 	There was one vacant post for S57; at other levels there were about 50 vacant posts
7.	Establishment of a shared services unit	<ul style="list-style-type: none"> ▪ Approved Shared Services Centre 	Actual business plan in draft format and has the following posts: Chief Planner, 2x Planners, GIS Specialist and GIS Systems Administrator

KPA 2: IMPROVED SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

No	PLANNED INTERVENTIONS	DELIVERABLES	ACTUAL PERFORMANCE
1.	Support the achievement of National Service Delivery Standards: <ul style="list-style-type: none"> – All communities to have access to clean water and decent sanitation by 2010 – All households to have access to electricity by 2012 – Access to free basic services to poor communities 	<ul style="list-style-type: none"> ▪ Eradication of backlogs in basic service delivery 	<ul style="list-style-type: none"> • Number of houses electrified (Eskom-1470, Nura 4345 and DM 38) • Number of total jobs created in the above projects during this financial year was 2500. • Number of people trained = 800. Training consisted of accredited as well as non accredited training. • Number of people provided with water – 19680 Number of households provided with sanitation- 3283
2.	Facilitate sustainable human settlement development	<ul style="list-style-type: none"> ▪ Preparation District Spatial Development Framework 	Approved SDF by Council in June 2008
3.	Alignment of sector plans with the IDP, NSDP and PGDS	<ul style="list-style-type: none"> ▪ Aligned programmes across all spheres of government 	IDP document reflecting application of relevant policies submitted in time

KPA 3: SUSTAINABLE LOCAL ECONOMIC DEVELOPMENT

No	PLANNED INTERVENTIONS	DELIVERABLES	PERFORMANCE INDICATOR	ACTUAL PERFORMANCE
1.	To promote, coordinate and manage economic growth	<ul style="list-style-type: none"> ▪ Analysis of the local economy incorporated into LED Strategy ▪ Comparative and competitive advantage of the District Municipality identified and incorporated into the LED Strategy ▪ Institutional capacity to implement LED programmes strengthened ▪ Conducive environment for shared growth created to: <ul style="list-style-type: none"> - Sustainable community investment programmes introduced and implemented - Support local communities using private and public agencies 	<ul style="list-style-type: none"> ▪ Approved LED Strategy by Council ▪ Implementation of LED Strategy 	LED Strategy in place. 80 % of R4m worth of LED projects to the value implemented
2.	Support the initiatives of establishing the Development Agency	<ul style="list-style-type: none"> ▪ Functional Development Agency attracting investment and ensuring sustainable local economy 	Number of investments secured by the Development Agency	<p>The Agency is currently involved in the following projects and interventions (building on the MOU with DBSA):</p> <ul style="list-style-type: none"> • Mkhuze Regional Airport: currently in Gap analysis and business plan stage; and • Jozini Hydro Project: feasibility and business plan stage. <ul style="list-style-type: none"> ○ The Agricultural Business hub, ○ Elephant Coast Destination marketing and expansion project, ○ The NDPG co-ordination project for entire district. ▪ Housing Project at Mkhuze - Agency in Partnership

	<p>Support the initiatives of establishing the Development Agency....</p>	<ul style="list-style-type: none"> ▪ Functional Development Agency attracting investment and ensuring sustainable local economy..... 	<p>Number of investments secured by the Development Agency.....</p>	<p>with Land owner</p> <ul style="list-style-type: none"> ▪ Upgrade of KwaMsane Business Centre – In Partnership with LM ▪ Establishment of Central Business Development at Hlabisa Town – In Partnership with LM ▪ Relocation of Jozini CBD to Makhonyeni Township – In Partnership with LM ▪ Property Development in Manguzi and Mbazwana – In support of LM initiatives and DBSA. ▪ Establishment of Middle class township in Hluhluwe – Support LM and DBSA ▪ Construction of Large centrally based Office Park to House UMDA, Government Departments, low rent for NGO's and a Bank – Agency with support of NDPG, DBSA and IDC <p>In collaboration with the Independent Development Trust (IDT), the Agency is currently involved in the formation of a database for the establishment of a Business Chamber as instructed by the parent body</p>
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3.	<p>Development of nodes and activity corridors by focusing on:</p> <ul style="list-style-type: none"> - Agriculture and Land Reform Projects - Tourism Projects - Streamlining Services Sector in certain nodes 	<ul style="list-style-type: none"> ▪ High level cluster priorities 	<p>Number of projects identified in nodes</p>	<ul style="list-style-type: none"> • The following projects secured funding and were implemented: • Umkhanyakude Cultural Hub – R200 000 • Phelandaba Township Establishment – R150 000 • Bhambanana Township Establishment – R300 000 • Appointment of Project Facilitator – R200 000 • Business Plan – Fresh Market Produce – R150 000 • Isimangaliso Wetland Park Projects – R1 000 000 • Corridor Communication/Investment Marketing R686 700 • Pongolapoort Dam View Site – R280 000 • Pongolapoort Dam access points - R 320 000 <p>Total: R3 286 700</p>
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KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

No	PLANNED INTERVENTIONS	DELIVERABLES	PERFORMANCE INDICATOR	ACTUAL PERFORMANCE
1.	To improve financial viability and sound financial management as per MFMA	<ul style="list-style-type: none"> ▪ Timeous preparation of SDBIP by Council ▪ Preparation of annual financial statements ▪ Financial management policies and by-laws developed ▪ Integration of IT financial systems introduced and operationalised (cross cutting issue IT, GIS/DIMS/MIS/Payroll etc) ▪ Municipal viability achieved by ensuring that: <ul style="list-style-type: none"> - Consumer debt exceeding 90 days is recovered - Reduction in grant dependency ratio is reduced - Financial legislation is implemented - Asset register for all municipal property and infrastructure is updated and maintained 	<ul style="list-style-type: none"> ▪ Adoption of SDBIP by Council ▪ Financial reporting and auditing performed ▪ Strengthened institutional capacity for municipality to spend ▪ %reduction in debt ▪ As per the MFMA ▪ Integrated systems ▪ % achievement of set targets 	<ul style="list-style-type: none"> ▪ SDBIP implemented on time ▪ Long-term liabilities reduced by 41% ▪ Cost recovery with respect to trading services for water improved by 167% ▪ Cost recovery with respect to trading services for electricity improved by 143% ▪ Grant dependency Ratio: <ul style="list-style-type: none"> - Own income: 18% - Equitable share: 25% - Grants: 57%

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

No	PLANNED INTERVENTIONS	DELIVERABLES	PERFORMANCE INDICATOR	ACTUAL PERFORMANCE
1.	To ensure and improve public participation in municipal processes	<ul style="list-style-type: none"> ▪ Preparation of procedures for community participation processes including direct communication with Traditional Councils ▪ Preparation of anti-corruption strategy to address prevention, detection and awareness/communication 	<ul style="list-style-type: none"> • Adoption of the community communication strategy by Council • Implementation of a community communication strategy by Council • Community satisfaction survey conducted • Adoption of anti-corruption strategy by Council 	<p>Not yet in place</p> <p>Not conducted</p> <p>Not yet in place</p>
2.	To improve the relationships between the District Municipality and local municipalities	<ul style="list-style-type: none"> ▪ Establishment and operation of inter-municipal liaison forum 	<ul style="list-style-type: none"> ▪ Number of meetings held 	<p>The following Forums are in place: CFOs Forum Mayors Forum Development Planning Forum Municipal Managers Forum</p>

No	PLANNED INTERVENTIONS	DELIVERABLES	PERFORMANCE INDICATOR	ACTUAL PERFORMANCE
3.	To Improve the livelihoods of the poor, vulnerable groups and support initiatives to reduce vulnerability of infectious diseases	<ul style="list-style-type: none"> • Implementation of District HIV/AIDS strategy • Community awareness of HIV/AIDS • Ensure functioning structures to coordinate HIV/AIDS 	<ul style="list-style-type: none"> • Council adoption of the District HIV/AIDS Strategy • Number of initiatives implemented 	<ul style="list-style-type: none"> • Adopted • All Municipalities has established their Local Disability Forum • District Disability Forum has been established • International Day for Disabled People (IDDP) held at Ndwendwe (Nombika Sports Ground) from the 2nd to 4th of December 2007 where 4 people from the District received wheel chairs • All Municipalities have established their Local Aids Councils • All 5 local Municipalities have launched their Local AIDS Forums • District AIDS Council established in April 2008, to be launched • Quarterly meetings are conducted at Local Municipalities and at the District level. • All local Municipalities have an HIV and AIDS strategic plan • HIV AND AIDS workplace policy available, needs to be reviewed • Terms of reference and code of conduct is

		<ul style="list-style-type: none"> • Ensure functioning structures to coordinate HIV/AIDS..... 		<p>available for structures.</p> <ul style="list-style-type: none"> • Coordination – Local Municipality and other Stakeholders
4.	To ensure support and coordination of special programmes (Gender, Women, Youth, elderly, children, people living with disability, sport recreation and Arts & Culture	<ul style="list-style-type: none"> • Development and Implementation of Special Programme strategies 	<ul style="list-style-type: none"> • Number of activities according to the plans implemented 	<ul style="list-style-type: none"> • Local AIDS Council Orientation workshop conducted • Local and District AIDS Coordinators workshop • Monitoring and data collection of Health activities under Umkhanyakude • Collection of NGO and NPO data base • DAC and LAC meetings • Contribution made by the District to the Local NGO's (T-shirts and cash for their Annual General Meeting) • Visited Ethembeni Community Care Centre in preparation to build the Community Care centre for Umkhanyakude community • Sports desk established • DC27 together with the federation managed to establish leagues. • Participated at KWANALOGA games 2007

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION.....

No	PLANNED INTERVENTIONS	DELIVERABLES	PERFORMANCE INDICATOR	ACTUAL PERFORMANCE
4.	To ensure support and coordination of special programmes (Gender, Women, Youth, elderly, children, people living with disability, sport recreation and Arts & Culture.....	<ul style="list-style-type: none"> • Development and Implementation of Special Programme strategies..... 	<ul style="list-style-type: none"> • Number of activities according to the plans implemented..... 	<ul style="list-style-type: none"> • Arts and Culture forum established • Choral music competition held at Big 5 False Bay Municipality • Gender forum established • Woman's day celebration at Jozini Municipality • Religious leaders forum established
5.	To ensure maximum capacity of Municipality to manage Disaster	Development of a Disaster Management plan	Approved Disaster Management Plan by Council	Site for Disaster Management Office donated by the Big 5 False Bay <ul style="list-style-type: none"> • Clothes donated by SARS customs at Golela • In preparations to build a console box that integrates disaster management information
6.	Provision of information and services closer to people in an integrated manner	Mobilising government department, NGO and private sectors to render service in one stop shop		List of departments operating at Thusong Service Centre: <ul style="list-style-type: none"> • Home Affairs, Tele Centre, GCIS, SASSA, Labour, Master of high court, Justice, Social Development and Environmental Health

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION.....

No	PLANNED INTERVENTIONS	DELIVERABLES	PERFORMANCE INDICATOR	ACTUAL PERFORMANCE
	Provision of information and services closer to people in an integrated manner.....	<ul style="list-style-type: none"> • Awareness campaigns for Thusong Services implemented as planned 	<ul style="list-style-type: none"> • 100% campaigns implemented 	<ul style="list-style-type: none"> • Diabetes Bus campaign • Agricultural market day • Human rights day • Sod turning • Arbor day • Thusong Sports Tournament
		<ul style="list-style-type: none"> • Continuous improvement of services provided by Thusong Centre 	<ul style="list-style-type: none"> • 100% achievement of set targets 	<ul style="list-style-type: none"> • Four phase generator • Court services • 10 students on drivers license programme • 99% completion of 6 new offices and renovation of old offices • Signage installed