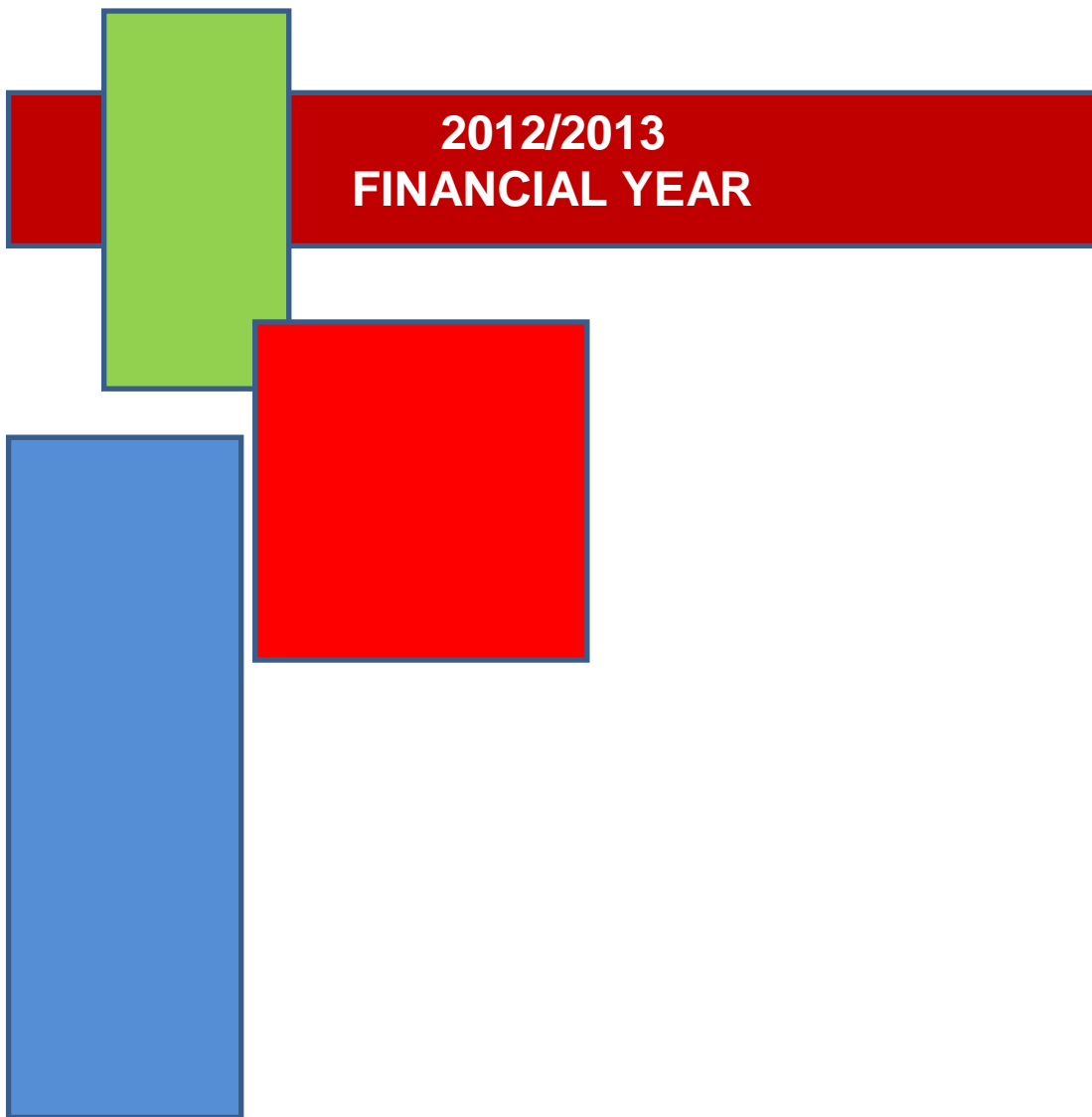




UMZIMVUBU
— LOCAL MUNICIPALITY —



ANNUAL REPORT

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3. ANNEXURES



PART 1: INTRODUCTION AND OVERVIEW

A. MAYORS FOREWORD

Once again, I am proud to present to you the Umzimvubu Local Municipality's Annual Report for the Financial Year 2012/2013. This document's objective is to take you through the progress that has been made during the above mentioned year where aspects and components overarched by service delivery are inscribed as well as a thorough breakdown made.

I can confirm and ratify the fact that our municipality has been constantly holding on to its service delivery promise and this is evident through numerous projects and programmes that are meant for the Umzimvubu Local Municipality (ULM) Community focusing on uplifting the Socio-Economic status of its citizens.

Economically, our Local Economic Development has been operating under a sparkle where it continuously engages Small Medium and Micro Enterprises within ULM, our Developing Street Vendors, affectionately known as Hawkers, Cooperatives, Profit and Non-Profit Organisations within. Projects such as the Phuthi Hawker Stalls which is now in its completion stage, Mount Ayliff Trading Facility which has been completed are seen as catalysts and conducive platforms for operation of local businesses which will then result to ULM seeing its economic reaching heights. Chunks of the Municipality Budget have been invested in such initiatives so as to better the Economic status of the ULM world.

This Department also prides itself in embracing the natural resources which include Lugelweni Falls and Ntenetyana Dam on its Tourism Innovation within the Municipality which has been seen to bear a potential in contributing to this economy as well. Our Annual Tourism Celebration in which a Tourism Brochure and DVD are recorded grows from strength to strength annually.

Critical to our existence, the challenge of tangible service delivery outcomes to our communities remains an issue, however ULM still embarks on the mission to develop and change people's lives for the better. Infrastructure projects that are budgeted for under the Municipal Infrastructure Grant (MIG) continue to be rolled out and take a good stance. Phases 03 and 04 Street Re-surfacing both in Mount Frere and Mount Ayliff Towns are in good progress. Community Halls such as Qoqa Village Community Hall (Ward 21) and Sigidini (Ward 04) amongst others have been completed and handed over to communities for them to have better gathering structures. Access roads such as that in Sikhumbeni Location are a testimonial of our endeavour and fulfillment to deliver on our mandate.

A special thanks goes to our Citizen and Community Services Department which ensure that our living environment is a clean one and one that is not harmful to its habitats. Both towns Mount Frere and Mount Ayliff are a green environment to an extent that we do get recognition from the Provincial Office through the consecutive scoring of the Vuna Award in the Greenest Municipality Category. This we achieve through the establishment of fully operation dump sites in both towns as well as the purchase of modern technology Refuse Waste Trucks.

Our Councillors and Staff continue to be motivated through staff motivation programmes such as the Quarterly Wellness Days held and 6 Learners from the ULM jurisdiction are on a bursary scheme offered by the Municipality in Universities around the Country. The annual Career Exhibition is held every year which seeks to equip local Secondary School students with knowledge which then assists them in making the right career choices.

In ensuring that a two-way asymmetric flow of information and relations are maintained, the Municipal Managers Office, through the IGR and IDP office ensure that there is a smooth IDP process yearly as well as Community and Stakeholder Engagement through our Public Participation Office.

As indicated at the beginning of this manuscript, finer details are inscribed in the pages of this 2012/2013 ULM Annual Report. I welcome you.

Thank you

Cllr. K.S. Phangwa
Mayor

B. THE YEARLY PROGRAMME PRIORITIES' STATEMENT BY THE MUNICIPAL MANAGER



The Annual Report for 2012/2013 financial year has been compiled in accordance with the Local Government Municipal Systems Act, 32 of 2000, the Local Government Municipal Finance Management Act 56 of 2003, as well as National Treasury Circular No. 11 and 63. The report addresses the performance of Umzimvubu Municipality for the year ended 30 June 2013 and conforms to the relevant statutory requirements. This report records the progress made by the municipality in fulfilling its objectives as reflected in the Integrated Development Plan (IDP), the Budget and Service Delivery and Budget Implementation Plan.

In terms of the Constitution of the Republic of South Africa, 1996;

Schedule 4 Part B and Schedule 5 Part B, Umzimvubu Local Municipality is required to perform the following functions:

- Air pollution
- Building regulations
- Child care facilities
- Local tourism
- Municipal planning
- Municipal public transport
- Storm water
- Trading regulations
- Billboards and the display of advertisements in public places
- Cemeteries, funeral parlours and crematoria
- Cleansing
- Control of public nuisance
- Control of undertakings that sell liquor to the public
- Facilities for the accommodation, care and burial of animals
- Fencing and fences
- Licensing of dogs
- Licensing and control of undertakings that sell food to the public
- Local amenities
- Local sports facilities
- Markets
- Municipal abattoirs
- Municipal parks and recreation
- Municipal roads
- Noise pollution
- Pounds
- Public Place

- Refuse removal, dumps and solid waste disposal
- Street Trading
- Street Lighting
- Traffic and Parking

The year 2012/2013 was a busy one for Umzimvubu Municipality. The leadership that was elected in 2011 was in its second financial year in office. This meant the municipality had to still engage in robust and intensive public participation process where all communities that form part of the Umzimvubu Municipal Area were consulted and given an opportunity to determine the services they want from government which are contained in the Integrated Development Plan.

In the year under review the development of parks and beautification projects continued to be rolled out at unprecedented scale. In addition to abovementioned, it is worth mentioning that construction of a library in both towns has been completed and will soon be handed over to the community in the upcoming year hopefully by April 2014. With regards to sports and recreation, the municipality has worked hard to position itself well to be considered by a leading football nation as the municipality to benefit from FIFA legacy football field for poor communities. Construction of this legacy stadium has been finalized and the facility was handed over. The municipality has further initiated other developments to complement the facility. These include a tennis court, a swimming pool, a conference facility, a soccer stand etc.

On the Human Resource Development front, a remarkable improvement on transformation was made within the institution. But there is still a long way to go to redress the imbalances on demographics; the challenge that still prevails is to attract qualified technicians especially from the previously disadvantaged communities. In response to this the Umzimvubu Municipality has been able to provide bursaries to 6 students who were enrolled to institutions of higher learning toward scarce skills programmes such as engineering, town planning, accounting, etc.

Umzimvubu Municipality is proceeding with improving its internal processes and systems on a number of fronts, such as contract administration, performance management, asset management, maintenance programmes, implementation of municipal by-laws and improving our internal communication and co-ordination to respond to the issues that confront us daily. While we are satisfied with our progress over the past year and are clear about our priorities as articulated in the Integrated Development Plan and MTAS, there is much to do in the year ahead. We are committed to improving the way we work continually in order to deliver quality services to the communities of Umzimvubu. We must therefore continue to strive towards service excellence in meeting and exceeding the needs and aspirations of our community

The year 2012/2013 was a memorable one with the municipality attaining an Unqualified Audit report from the Office of the Auditor General of South Africa. This means we are in the verge of achieving a clean audit report. In conclusion I want to single out and thank our Mayor, Councillor K.S. Phangwa for her guidance and support to our staff. I want also to show gratitude to the Executive Committee for their innumerable commitment to Umzimvubu Municipality.

To my Senior Managers, Assistant Managers and to the rest of the team (staff), I take off my hat to you for your selflessness and dedication to your work. The way you have stood your ground to all the adversaries facing you

and depressing working conditions at times is highly commendable. Our achievements thus far are a result of each and everyone's effort, no matter how little they may be perceived.

We hope the new vision brought about by the new council will bring light for the people of Umzimvubu and take the municipality to the greater heights.

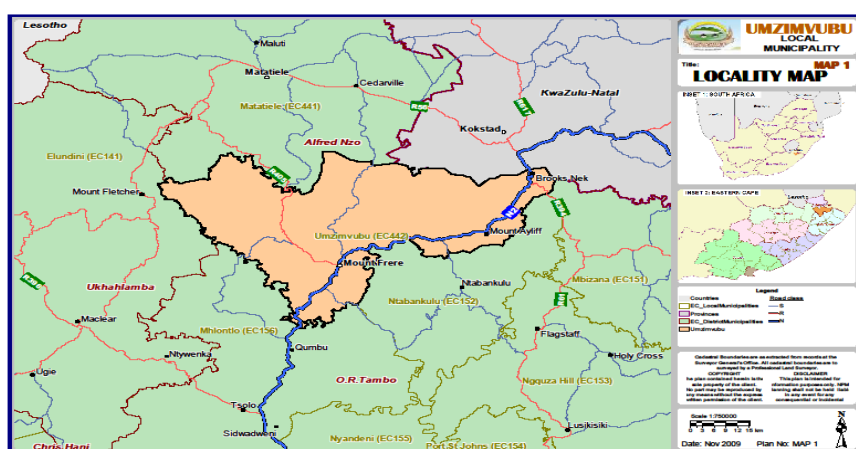
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Municipal Manager

C. OVERVIEW OF THE MUNICIPALITY

Umzimvubu Local Municipality (EC442) is one of four local municipalities situated within the Alfred Nzo District Municipality (DC44). The municipality is located in the Eastern part of the Eastern Cape Province. The municipal area covers an area approximately 2506 km² with a total population of about 191 620 of which 10% of the total population live in the urban area. The municipal area accommodates a significant rural/traditional population, both community-based and communal farming.

ULM is an inland Local Municipality in the North-Eastern extremities of the Eastern Cape Province, neighboring the Kwa-Zulu Natal province. The municipal area comprise of 27 administrative wards and two main urban centers known as Mt Frere and Mt Ayliff. The municipality is located in the Alfred Nzo District Municipality, as presented in Figure 3.1.1 and is bordered by the following local municipalities:

- Matatiele to the North
- Kokstad to the North-East
- Ntabankulu to the East
- Mhlontlo to the South-East
- Elundini to the west



SOCIO-ECONOMIC CONTEXT

C)1. Demographic Information

1. Population Estimates

The municipality has a total population of approximately 191 620 people on an area of 2506 square kilometers (Census 2011). The racial distribution of population in percentages is, Africans are 99.8% and the remaining 0.2% of the population includes the Colored's, Asians and whites. The average population density of is 88 people per square kilometers which is higher than the district average of 70 people per square kilometers.

The projected population growth for Umzimvubu Local Municipality by the year 2019 is estimated to be 2 526 355 at a population growth rate of 0.828 percent.

The table below reflects the approximate densities between the two urban centers and the rural area of the municipal area. Notably the rural area has the largest population residents.

2. Age and Gender Profile

The municipality comprises of 54% female and 46% male of the total population.

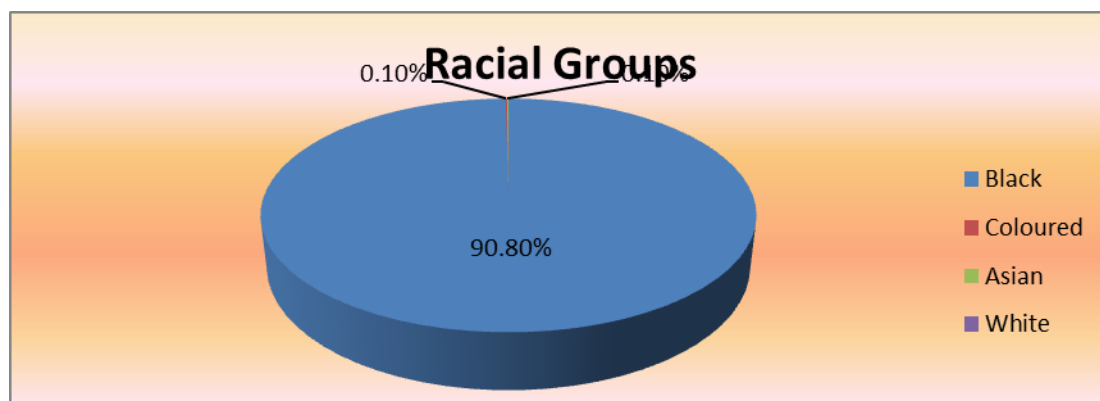
Below is the reflection of the age profile for age groups 0 - 14, 15 - 64 and 65 and above. These categories represent infants and school going age category, school leaving and economically active category and retired category, respectively.

| Age | % |
|--------------|------------|
| Below 15 | 38.3 |
| 15 – 64 | 55.0 |
| 65 and up | 6.7 |
| Total | 100 |

Census 2011

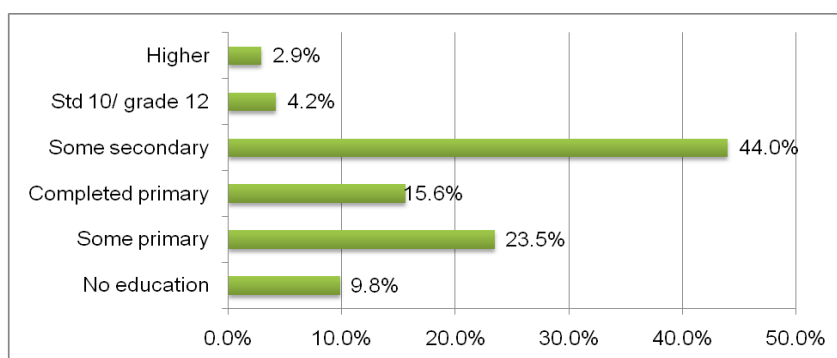
3. Racial Profile

The population of Umzimvubu municipal area is predominantly African constituting 99.8% of the total population. The table below reflects the overall breakdown of racial population in the municipal area.



4. Literacy of Education and Literacy

The education levels achieved by at Umzimvubu Local Municipality are indicative of the level of human development within a population group. It furthermore serves as **the potential of the population** generate an income, thereby increasing the capital (social and otherwise) circulating in the micro-economy. The average educational attainment levels of residents of the Umzimvubu area are presented in Figure 3.4.1. The area has a low number of high and primary schools (SDF, 2010), as well as one higher learning institute (Ingwe Training College).



From the figure above it can be seen that the area has **low levels of educational achievement**, with only 7.1% of the population having completed Matric or higher. This compares poorly against the Eastern Cape and is less than half of the provincial average of 16.5%. This has implications on the worker profile, as individuals that have not reached a certain level of educational attainment are often faced with barriers to entry into the formal employment market. This has further bearing on the nature of investment activity that will be feasible and sustainable in the area. Without the provision of adequate education and training, a skills deficit may constrain future development within the umzimvubu area.

5. Employment Status and Occupation

As was indicated in the education profile, education levels have an impact on employment levels in an area. Employment in turn has an impact on household income levels and the **overall economic structure** of an area. An investment plan such as this takes due characterized of the relationship between the levels of education and how these translate into characterized economy employment opportunities for the residents of the area. Any actions by the Umzimvubu local municipality must thus consider the current state of employment in the area.

For the purposes of this section, people's employment status may be categorized as employed, unemployment and not economically active. These statuses may be defined as:

Employed have within the last seven days performed work for pay.

Unemployed (i.e. Those people within the economically active population who: did not work during the seven days prior to the interview; want to work and are available to start work within two weeks of the interview; and have taken active steps to look for work or to start some form of self-employment in the four weeks prior to the interview.)

Not economically active (i.e. A person who is not working and not seeking work not available for work)

Umzimvubu has a working age population of approximately 118 122 individuals. However, given the low levels of functional literacy in the area (adult population that has gained at least a grade six level of education), the **quality of the Umzimvubu labour poor is compromised**, giving rise to a small base of employable individuals from the area.

Employment levels are very low, with fewer than one in three adult residents engaged in gainful employment of a formal or informal nature. It is further estimated that almost a quarter of all employment in the area is informal in character. This leads to a **low labour force participation rate** of 38% in the area (Quantec, 2010)

It can be seen from the high percentage of individuals classified as 'not economically active' that there is a **high level of worker discouragement in the area**, which are those individuals that have given up their attempts to gain employment, because of perceived futility in the action. This undermines the otherwise low level of unemployment and puts to the fore the reality of

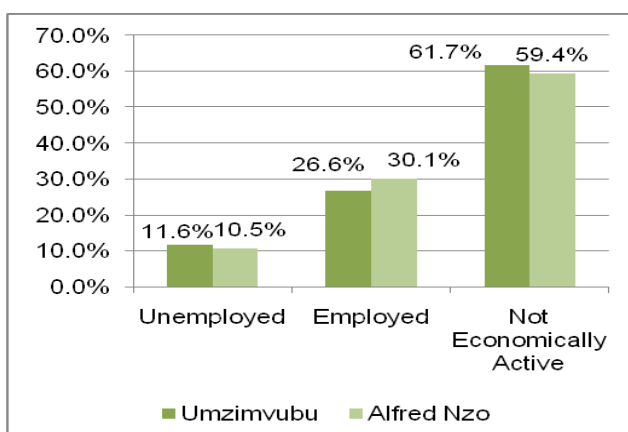
Skills mismatch (given the educational profile of the area)

New entrants into the labour market (given the youthful population demography of the area)

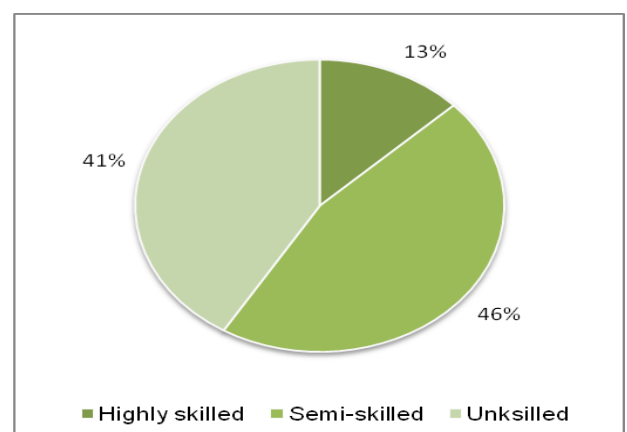
Barriers to entry into the job market (geographic and financial, especially given the rural nature of the area)

Low wages in the area in comparison to wages commanded in other places such as Kokstad.

The high level of economic inactivity and de facto unemployment is a structural issue that is to be addressed by planning documents such as this investment plan



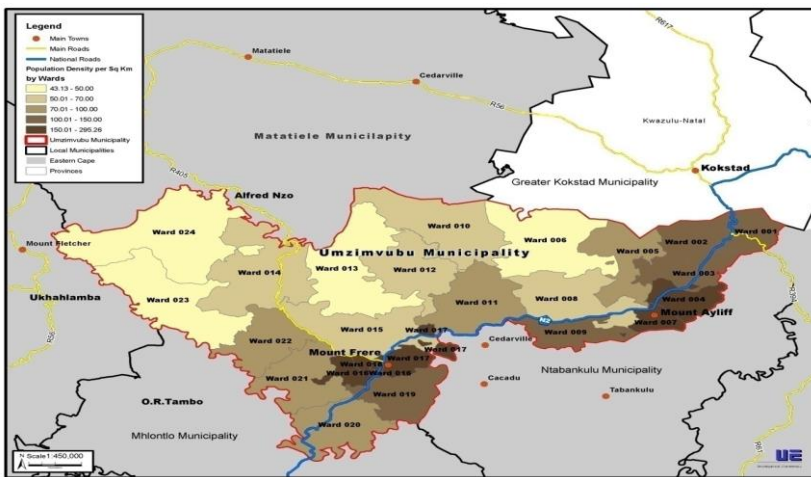
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figure 3.4.2:
Employment Levels



C)2. Municipal Infrastructure and Services

1. Roads and Transport

The Umzimvubu municipal area is transverse by the N2 National Road (primary route) which provides strong linkages between the economic centers that are found around the province of the Eastern Cape and that of KwaZulu-Natal. Other major road within the Municipality is the road R405 (secondary route) linking the municipality with Matatiele municipality and the rural villages along the way. There is generally poor road infrastructure in the rural hinterland of the municipality and this impact negatively to availability and access to socio-economic amenities in these areas. The N2 through Mount Frere town centre poses a major challenge of traffic congestion as slow-moving vehicles pass through the CBD.

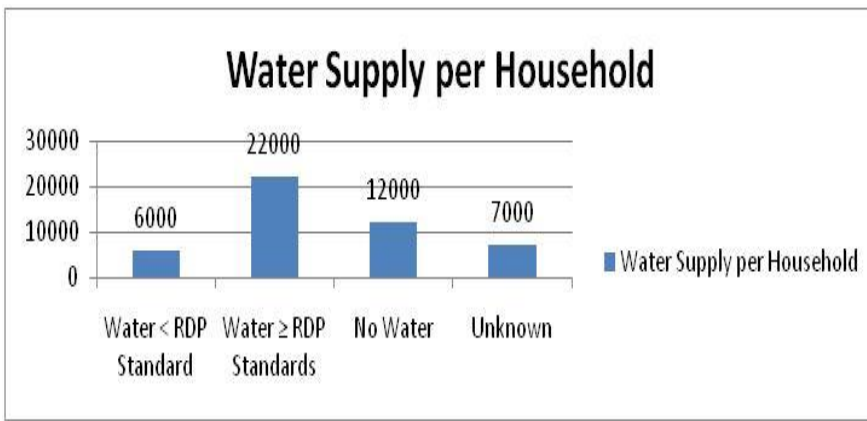


2. Electricity

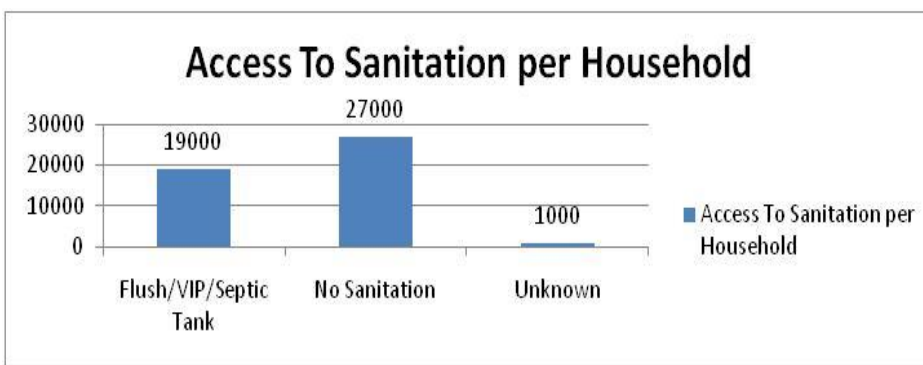
Eskom is responsible for provision of electricity to the municipal area. Access to electricity for lighting has improved from 2001 (24.1%) to 45.2% in 2011, (census 2011). Despite the improvement, there still remains a huge backlog within the area. Households without access to electricity use a range of alternatives for lighting and cooking, such a candles, gas, paraffin, and solar forms of energy.

3. Water and Sanitation

The Alfred Nzo District Municipality is the Water Services Authority (WSA) responsible for providing water and sanitation services to the Umzimvubu municipal area. According to the Water Service Development Plan (WSDP) 2007/08, from a total of 47 000 households, 22 000 Households have access to water inline and above RDP standards, 12, 000 household have no water, 6, 000 are provided water but below RDP standard and 7 000 households are not specified.

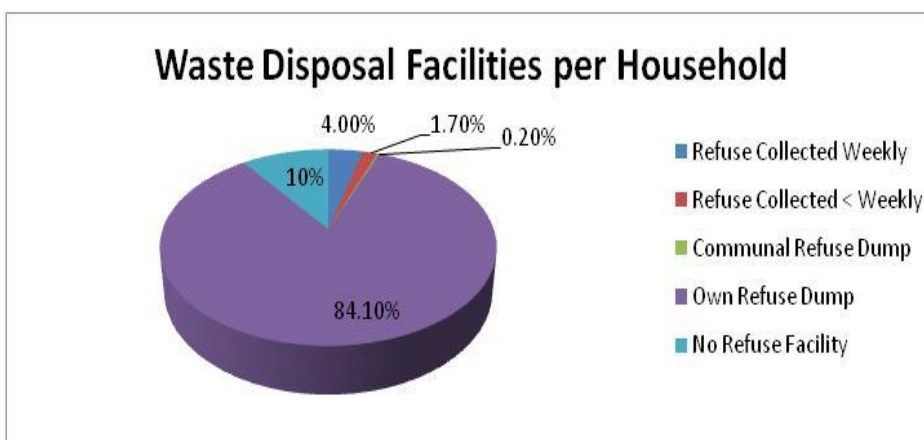


The WSDP 2007/8 reflects that from a total of 47 000 total household, 19 000 households have flush toilets, VIP or septic tanks and 27 000 households are deemed to be un-served. Below is chart which illustrates access to sanitation in the municipal area.



4. Solid Waste Management

The Umzimvubu municipality is responsible for waste management in its area of jurisdiction working together with ANDM. The municipality collects the household refuse from the two urban areas on a weekly basis. There is no refuse collection service provided to the rural areas. The chart below illustrates that only approximately 5.7 percent of the population is provided with refuse collection by the municipality and the rest provides own service or have no access.



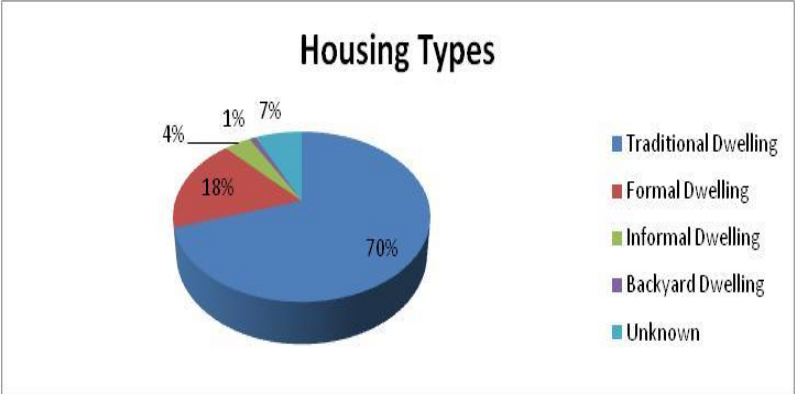
5. Housing typologies

The municipality developed a Housing Sector Plan in 2008 and has been reviewed annually to ensure that it contains the most recent information regarding the housing development in the area. Due to the rural

nature of the municipality 70% of the household live in traditional hut/mud structures. These are houses that are built of substandard material. There has also been influx of people into the town centers of Umzimvubu for services and employment opportunities.

According to the adopted Housing Sector Plan the municipality has a backlog of 2000 low income houses required within the urban area and 45 000 rural housing units. The shortage of proper housing in the urban area has resulted in increase of informal settlements. Some of the land that was earmarked for housing is held up with the result of unresolved land claims. The municipality is currently running a large number of rural housing projects to address the shortage of housing and evict the mud structures and also cater for low-income units

The table below indicates the housing typologies that exist within the municipality:



D. EXECUTIVE SUMMARY

1. Vision

This vision statement of the municipality captures the ideal and long term dream of the municipality. It represents its futuristic and ambitious goal, hope and change for the municipality, constituencies, communities and citizens. Accordingly, the ultimate intention of this vision statement is the following specific goals;

It creates a single point of departure for the coordination of service delivery and development programmes within the municipality by all three spheres of government and the private sector.

It is intended to provide the broader community of umzimvubu with hope for the future,

It creates a unified and single minded long term goal of where the leadership wants to take the municipality in the next five years and far beyond,

It helps to galvanize support and unity of purpose for the attainment of the long term goal for those inside and outside of the municipality,

It inspires both the leadership and the officials in the municipality to relate their everyday efforts in pursuit of the greater good of the municipality and the communities in it and therefor to maintain their focus on the goals at all times,

It is a confidence builder to everybody in the municipality and those who have relations with the municipality.

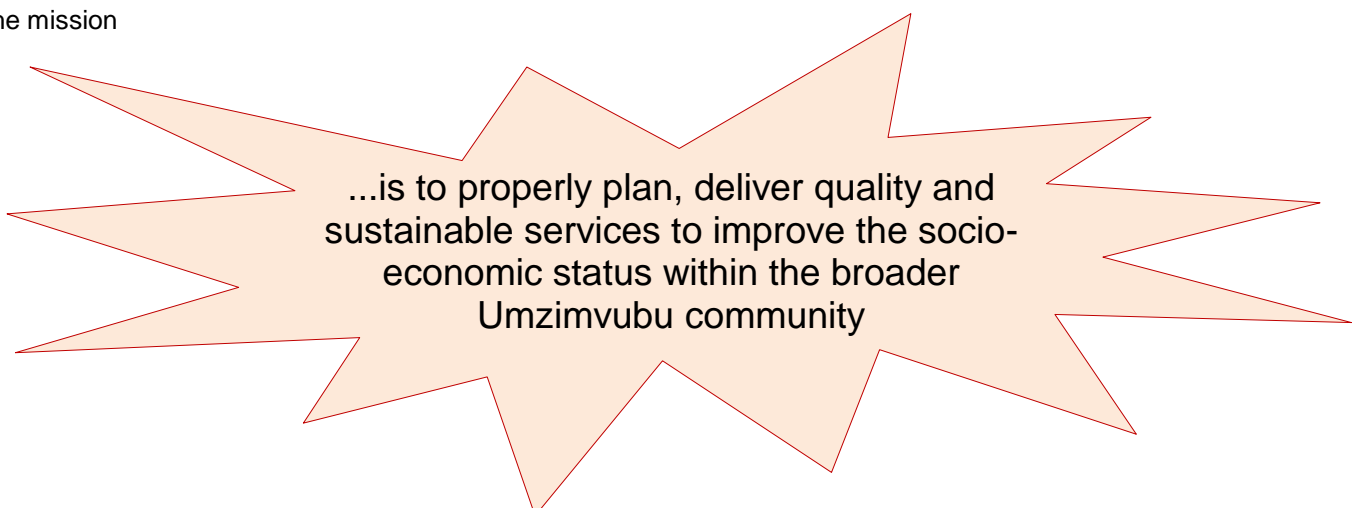
Vision statement



2. The mission statement

Essentially this mission statement captures the essence of the mandate and business of the municipality and provides the first tangible step towards the realisation of the vision statement of ULM. In a very high levelled manner the mission statements clarifies the critical questions of what it is that the municipality is doing to realise the goal of being the best run municipality in the country.

The mission



3. The strategic goals

The formulation of the strategic goals of the umzimvubu local municipality has been framed to coincide with the key performance areas (kpa) for the local government sector in South Africa. The figure below provides an illustration of the five (5) KPA's.

5 local government KPA's



In terms of this local government analogy each kpa represents a strategic goal for achievement by the municipality. Simply translated to the next five year period the municipality's strategic goals are as follows:

To achieve the goal of financial viability of the municipality where the twin responsibilities of revenue and income generation and prudent financial control will subscribe to the highest standards,

To improve the municipality's good governance capacity by ensuring that all institutions of the council and municipality fulfils their constitutional and administrative role with distinction:

To effectively manage the institutional development and transformation of the umzimvubu municipality to fully align with the challenges of developing a modern and developmental organisation,

To improve the economic development of the municipality by mainstreaming led initiatives as a catalyst for the modernisation of the local economy and improvement of the quality of life across the board,

To rationalise the municipality's service delivery mechanism and consolidate the delivery of services to all the stakeholders and communities equally across the municipality.

The fulfillment of the strategic goals will be achieved through a protracted implementation process that will see these goals being broken further down to enable an incremental implementation, monitoring and evaluation of performance of the five year period.

4. The municipality's values

As Umzimvubu Local Municipality we recognize that our ability to achieve the broad strategic direction for the next five years and beyond will depend to a very large extend on the kind of values that permeate our organization both a group and individual level.

Accordingly, although intangible our values are the flip side of our tangible (vision, mission and goals) reality. They will help define and sustain an environment within which our leaders (political and administrative) and officials will conduct their business, interface with their clients and the general public as well as assess how well they are achieving their tangible goals.

The municipality fully commits itself to the wholesale facilitation of the pacd values to achieve a single-minded goal of ensuring that every single employee and leader of the municipality is fully oriented to their strategic place in its everyday business.

To help internalize the pacd values the slogan **“we are pacd for you”** will become a cliché used by all in the organisation to demonstrate their unqualified support for the values and provide a rally point everyday application of these values.

Table - pacd values

| | Value | Our context at umzimvubu |
|---|-----------------|--|
| P | Passion | Our employees and councillors are driven by passion. A passion for our work, for serving the community and our municipality. We will at all times demonstrate our readiness and pleasure for serving. |
| A | Accountability | Through our actions and attitudes, we will demonstrate the highest standards of accountability to our clients and the community of umzimvubu. Our service will be reliable, accurate and friendly as it will be inspired by batho pele principles. |
| C | Competitiveness | In line with the vision of our municipality to be the best, our employees and leaders will strive for excellence and to be competitive in their endeavours. |
| D | Diversity | Our municipality is a hub of different cultures. We will always respect this diversity, nurture it and promote it to be the defining character of our service approach to our people. |

5. Legislation Applicable

- Constitution of the Republic of South Africa Act 108 of 1996
- Municipal Structures Act 117 of 1998
- Municipal Finance Management Act No. 56 of 2003
- White paper Waste Management
- Housing Act 107 of 1997
- Municipal Systems Act 32 of 2000
- Intergovernmental Relations Act No 13 of 2005
- Municipal Property Rates Act No.6 of 2004
- National Environment Management Act 107 of 1998
- Development Facilitation Act of 1995
- Physical Planning Act 125 of 1991
- Land Use Planning Ordinance No. 15 of 1985
- Townships Ordinance 33 of 1934

6. Organisational Overview

On top of the hierarchy, the municipality has its Council as the decision making body also responsible for approving municipal policies. The Executive Committee exists chaired by the Mayor with chairpersons of the portfolio committees being members. The municipality is structured into six departments and portfolio committees are aligned in the same order being; Office of the Municipal Manager, Budget and Treasury

Office, Corporate Services, Special Programmes Unit and Communications, Citizens and Community Services, Infrastructure and Planning as well as Local Economic Development.

7. Governance Analysis

The Umzimvubu Municipality is a Category B Municipality (local municipality) as defined under section 3 of the Local Government: Municipal Structures Act No. 117 of 1998.

Powers and Functions

In terms of Schedule 4 Part B and Schedule 5 Part B of the Constitution of 1996, Umzimvubu is required to perform the following functions;

- Air pollution
- Building regulations
- Child care facilities
- Local tourism
- Municipal airports
- Municipal planning
- Municipal public transport
- Storm water
- Trading regulations
- Billboards and the display of advertisements in public places
- Cemeteries, funeral parlours and crematoria
- Cleansing
- Control of public nuisance
- Control of undertakings that sell liquor to the public
- Facilities for the accommodation, care and burial of animals
- Fencing and fences
- Licensing of dogs
- Licensing and control of undertakings that sell food to the public
- Local amenities
- Local sports facilities
- Markets
- Municipal abattoirs
- Municipal parks and recreation
- Municipal roads
- Noise pollution
- Pounds

CHAPTER 1: ORGANISATIONAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT – KPA 1.

The municipality has adopted an organogram aligned to its Integrated Development Plan and in addition renders support to Councillors and officials in the form of providing human resource support such as development and implementation of relevant policies, skills development and labour relations.

1.1. PRESENTATION OF THE ORGANISATIONAL STRUCTURE

• POLITICAL STRUCTURE OVERVIEW

Umzimvubu Local Municipality is a Category B Municipality as established in terms of Chapter 2 of the Municipal Structures Act 1998. The Municipality functions under the Collective Executive system consisting eight Executive Committee Members and the Mayor, making up a total of nine members. The Umzimvubu Municipal Council has forty seven Councillors including the Mayor, Speaker, Chief Whip and Executive Committee Members.

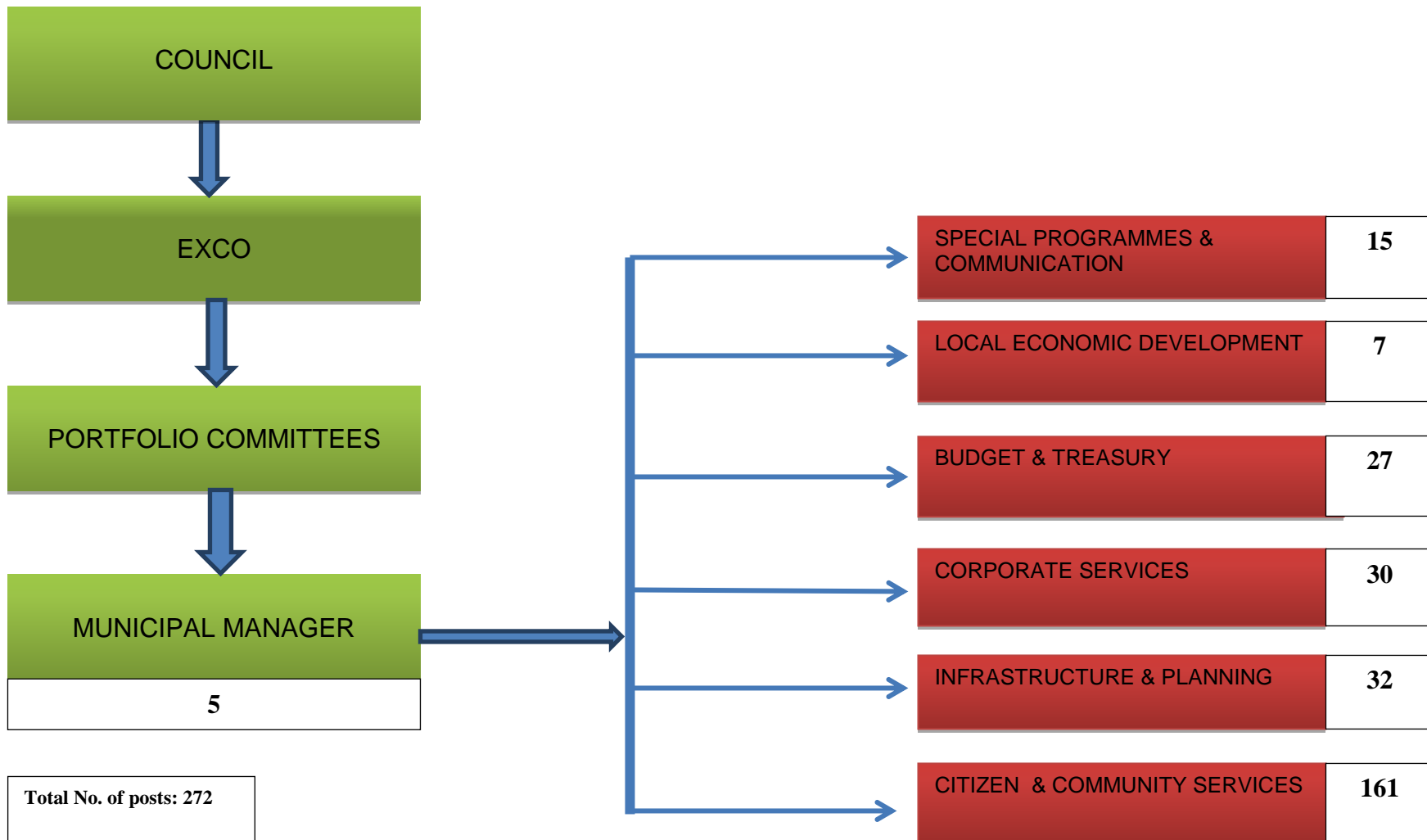
There are six portfolio standing committees that have been established in terms of Section 80 of the Local Government Municipal Structures Act, (Act 117 of 1998). Each portfolio committee is headed by a Member of the Executive Committee. There are standing committees for the following portfolios;

- ⇒ Infrastructure and Planning
- ⇒ Corporate Services
- ⇒ LED and Environmental Management
- ⇒ Social and Community Development
- ⇒ Budget and Treasury
- ⇒ SPU and Communications

- **Municipal Administration**

The municipality has a staff compliment of 265 full time staff as provided in the revised Organogram. The municipal organogram makes provision for a Municipal Manager, 6 Senior Managers (Head of Departments) and 21 Assistant Managers. The figure below is an adopted ULM organogram.

ORGANISATIONAL STRUCTURE 2012/13



OFFICE OF THE MAYOR

MAYOR

EXECUTIVE COMMITTEE

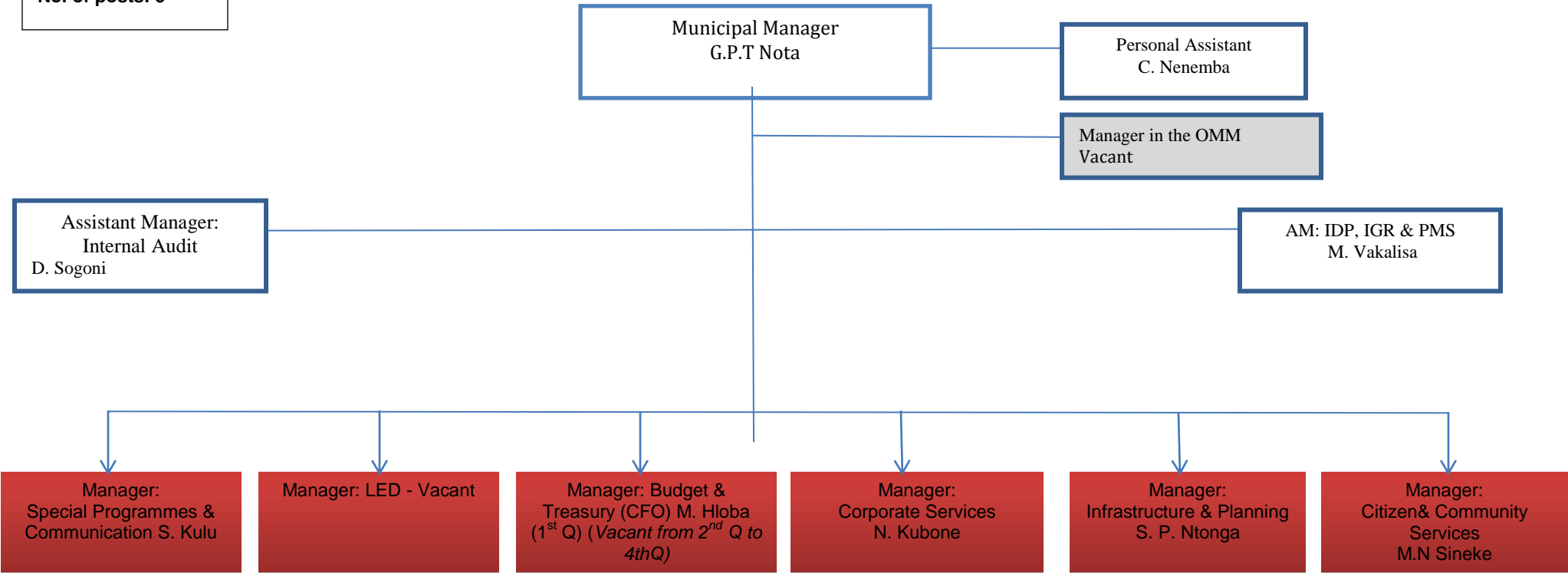
OFFICE OF THE SPEAKER

SPEAKER

COUNCIL

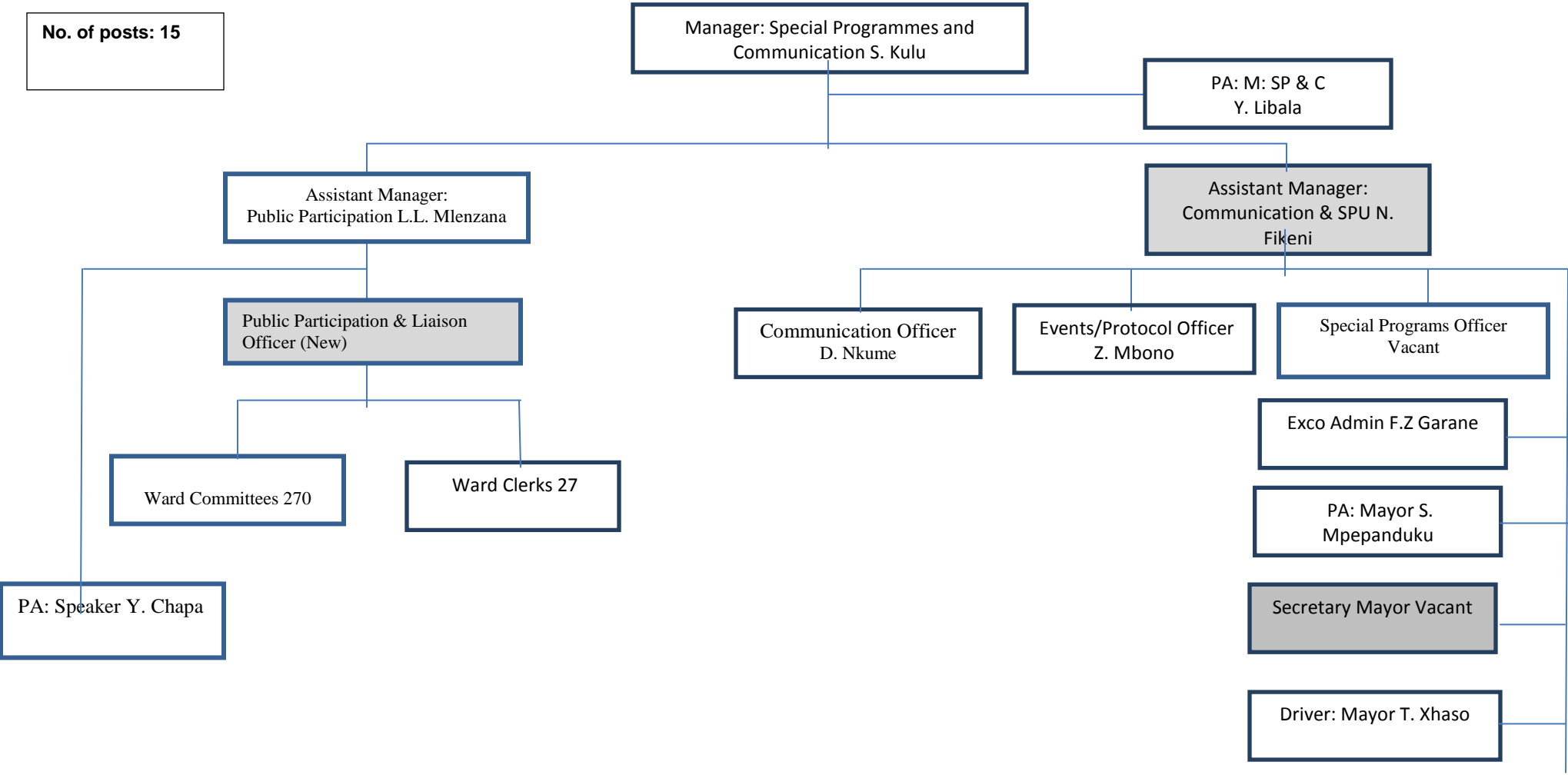
OFFICE OF THE MUNICIPAL MANAGER

No. of posts: 5



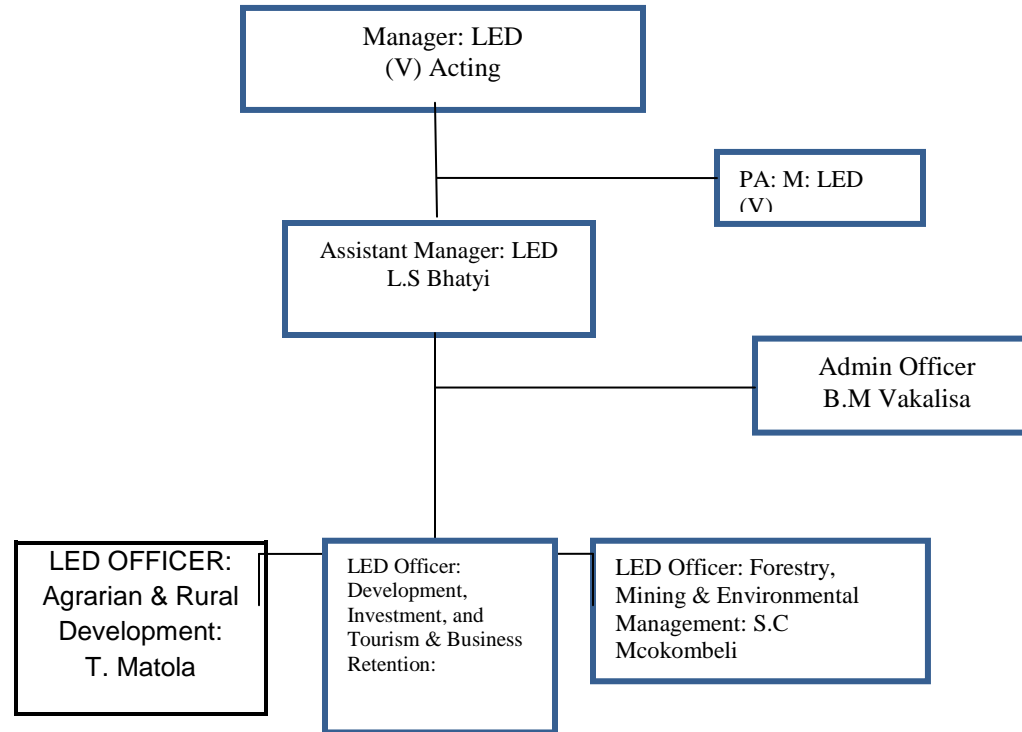
SPECIAL PROGRAMMES AND COMMUNICATION

No. of posts: 15



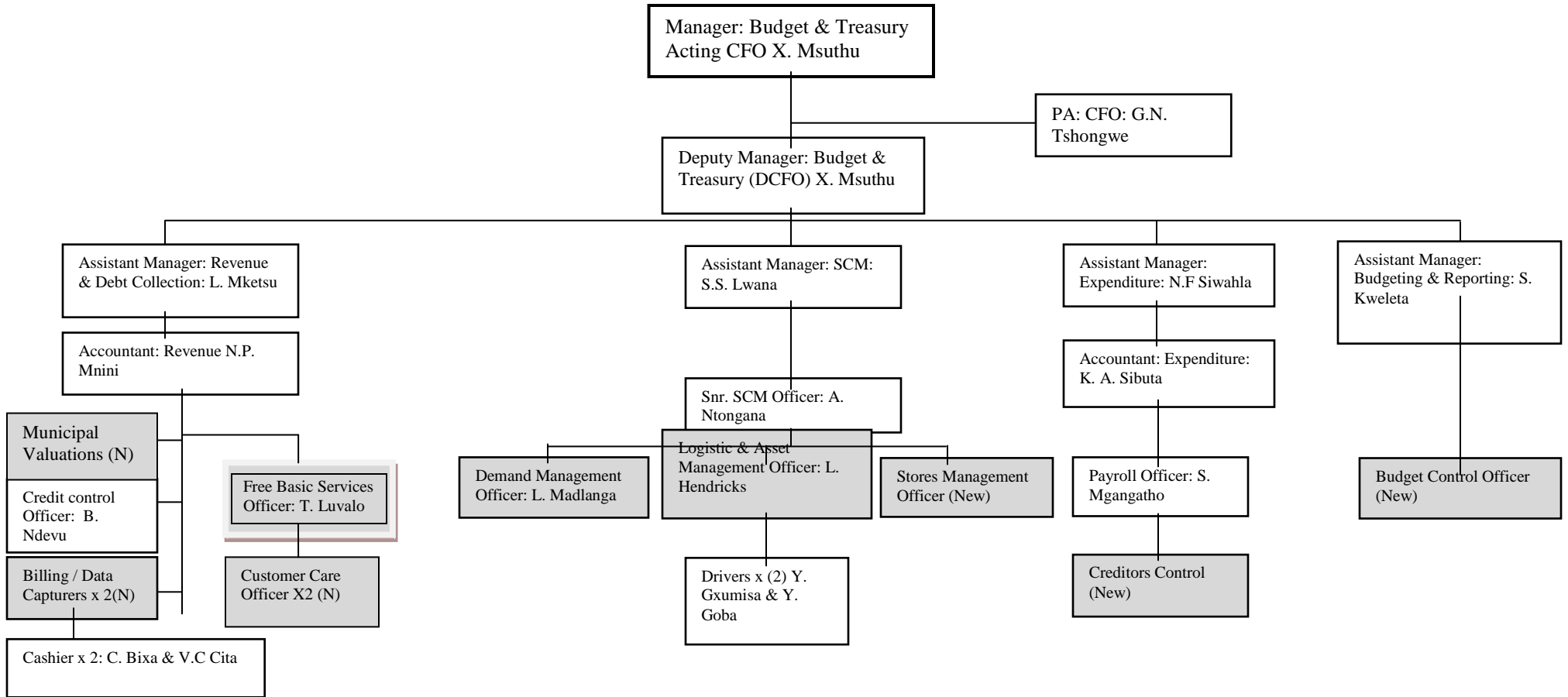
No of posts: 7

LOCAL ECONOMIC DEVELOPMENT



BUDGET AND TREASURY

No. of posts: 27



CORPORATE SERVICES

**No. of posts:
30**

Manager: Corporate
Services N. Kubone

PA: MCS (V)

Assistant Manager: Sound
Governance: P.P Nkake

Assistant Manager: Human
Resources: Z. Mbhele

Assistant Manager: Information, Communication
& Technology: T.F Funani

Admin
Officer:
Secretariat
Services: Z.M.

Admin Officer:
Auxiliary Services:
P.Z. Magadla

Admin Officer:
Records
Management (N)

Employee
Relations
Officer: M.H.
Khohli

HR Officer: TT
Madotyeni-
Ngcongca

HRD Officer:
S Dinga

Performance
Management
Officer (V)

ICT Officer:
Network
Management &
Desktop
Services: S.S
Ntanten

ICT Officer:
Website, Internet
& E-Government
Services (V)

ICT Officer:
Infrastructure
and Information
Management
Solutions and
Systems (New)

Admin
Assistant:
Committee
Services: M.
Rwalumbana
(2x) vacancies

Switchboard /
Receptionist x2: V.
Gqoli & P.Q.
Qwayede

Admin Assistant:
Records Management
M. Peyane (1) vacant

HR
Administrator:
Leave &
Personnel
Management: V.
Cita

HR
Administrator:
Training &
Development
(New)

HR Administrator: Benefits and
Condition of Services (V)

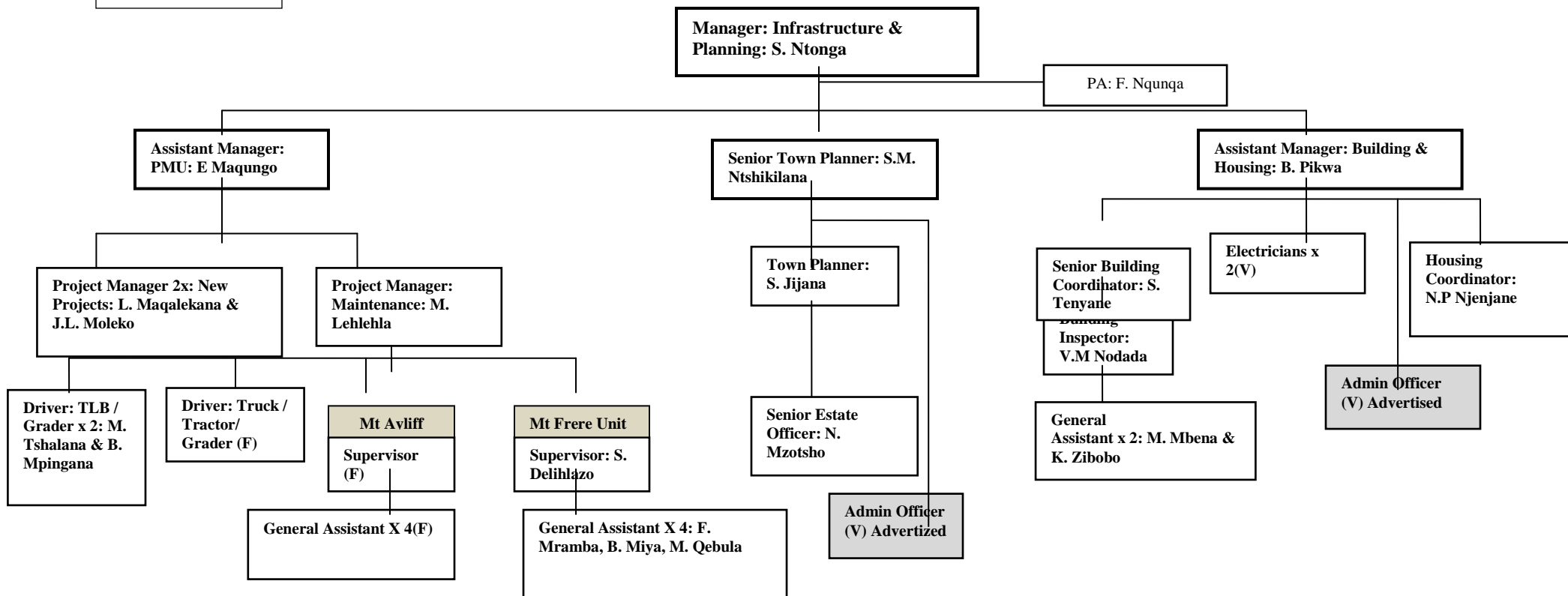
G Assistant: Tea
& Cleaning
Services: P.S
Ngolomi & T.
Boyce (1) vacant

Machine Attendant
(Reprographics) (V)

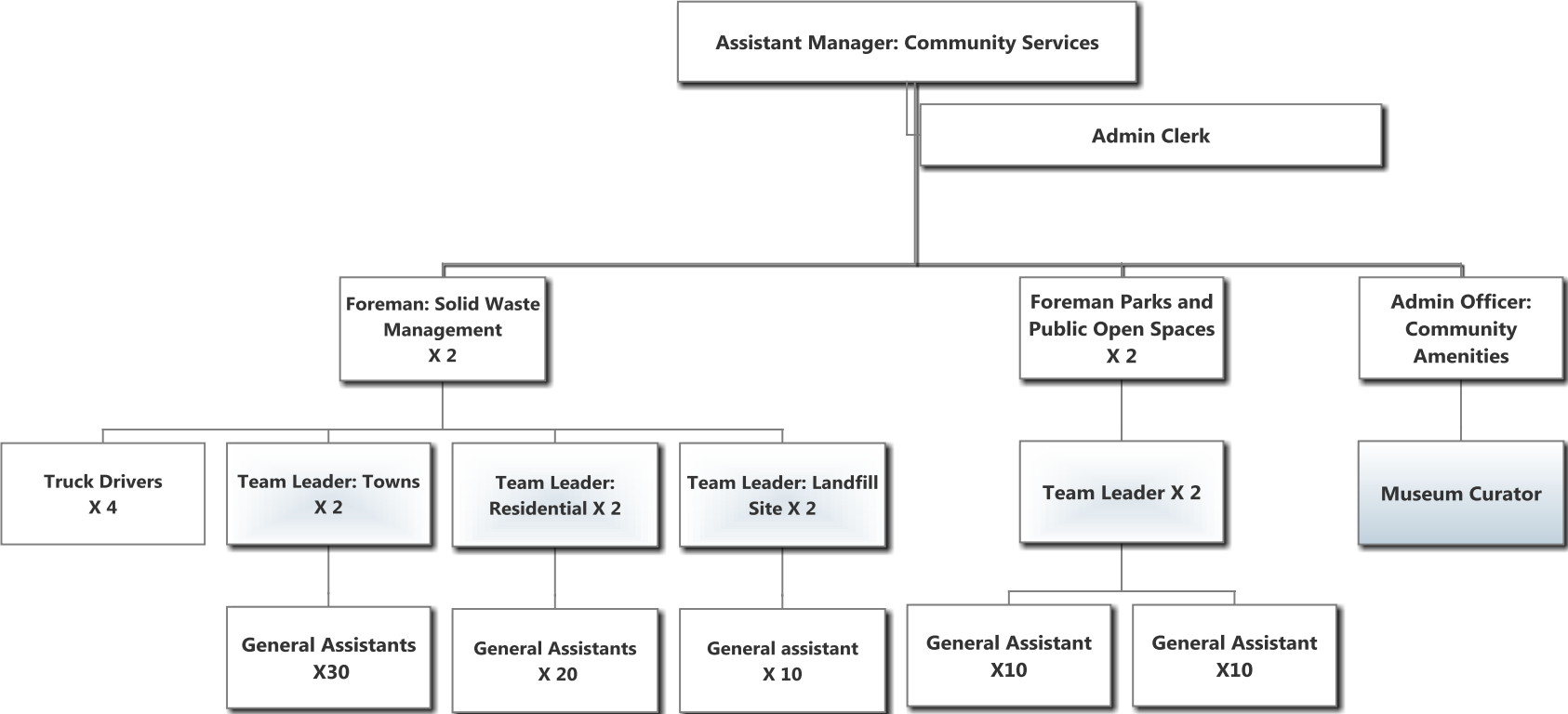
Messenger: B
Mbatane

INFRASTRUCTURE & PLANNING

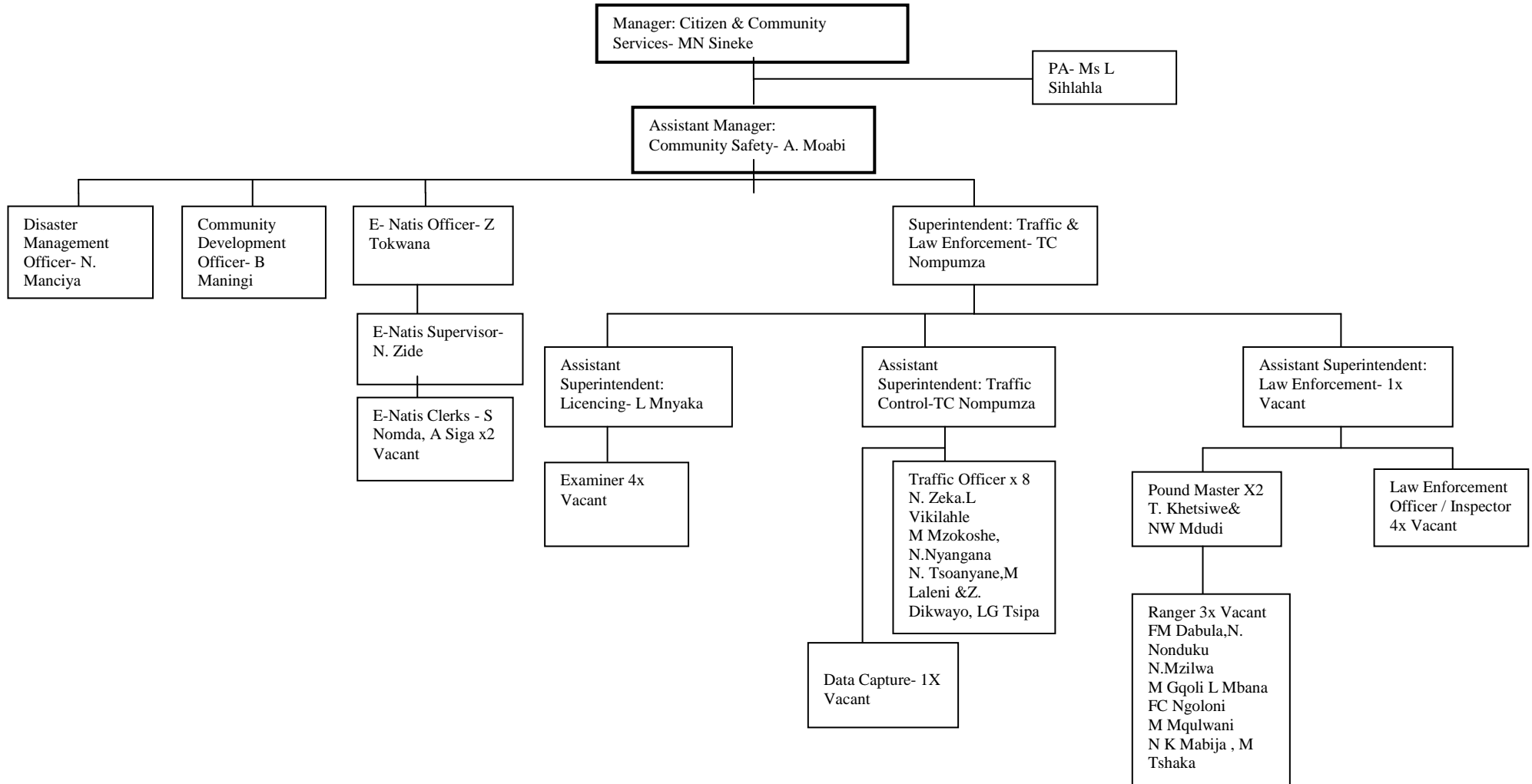
No. of posts:
32



CITIZEN AND COMMUNITY SERVICES – COMMUNITY SERVICES



CITIZEN & COMMUNITY SERVICES



• **Management Capacity Table**

| Managerial Level | Management Accountability | Subordinate Management |
|--|--|---|
| Municipal Manager | Head of Administration | <ol style="list-style-type: none"> 1. IDP, IGR, Municipal Performance 2. Internal Audit 3. Legal administration officer |
| Head of Departments (6) (Section 57 Managers) | 1. Budget and Treasury | <ol style="list-style-type: none"> 1. Budget and Reporting 2. Expenditure 3. Supply Chain Management 4. revenue and Debt Collection |
| | 2. Infrastructure and Town Planning | <ol style="list-style-type: none"> 1. Project Management Unit 2. Town Planning 3. Buildings and Housing |
| | 3. Citizens and Community Services | <ol style="list-style-type: none"> 1. Law Enforcement Services 2. Solid Waste and Municipal Health 3. Pound, Fencing and Fences |
| | 4. Local Economic Development | <ol style="list-style-type: none"> 1. Trade regulations and investment 2. Economic sector supper |
| | 5. Corporate Services | <ol style="list-style-type: none"> 1. Human Resources Management 2. Information Technology Management 3. Client Liaison Services |
| | 6. Special Programmes and Communications | <ol style="list-style-type: none"> 1. Marketing Communications 2. Public participation 3. Special Programmes |

- Staffing as at 30 July 2012 to June 2013 per department:

| Name of Dept. | Number of budgeted posts 2012/13 | Posts filled | Number of vacant posts |
|---------------------------------|----------------------------------|--------------|------------------------|
| Budget and Treasury (Finance) | 27 | 19 | 08 |
| Infrastructure and Planning | 32 | 28 | 04 |
| Local Economic Development | 07 | 04 | 03 |
| Corporate services | 30 | 17 | 13 |
| Office of the Municipal Manager | 05 | 04 | 01 |
| Citizens and Community Services | 161 | 152 | 09 |
| SPU and Communications | 15 | 12 | 03 |
| Total | 277 | 236 | 41 |

- Managers who conclude Performance Agreements and submitted on time

| Name & Surname | Designation | Date signed | Date submitted |
|-------------------------|---|-------------|----------------|
| Tobela Nota | Municipal Manager | 13/07/2012 | 13/07/2012 |
| Novuko Kubone | Manager: Corporate Services | 26/07/2012 | 26/07/2012 |
| Simthembile Kulu | Manager: SP & Communications | 13/07/2012 | 13/07/2012 |
| Mzobanzi Sineke | Manager: Citizen and Community Services | 26/07/2012 | 26/07/2012 |
| Sandi Ntonga | Manager: Infrastructure & Planning | 26/07/2012 | 26/07/2012 |
| Xoliswa Msuthu | Acting Manager: Budget & Treasury | - | - |
| Shirley Batyi | Acting Manager: LED | - | - |

1.2 Staff Development Initiatives during the financial year

The Municipality adopted the Workplace Skills Development for the year 2012/2013 and in line with Human Resources Manual and the following training was provided to both councillors and officials:

| Training Programme | Beneficiary | Duration | Dates | Service Provider |
|--|-------------|----------|---------------------------|--|
| Storm Water Training | 4 | 5 day | 19-23 November 2013 | Local Government and Traditional Affairs |
| Customer Care Training | 29 | 2days | 24-25 October 2012 | Sugarberry Trading |
| Advanced Computer Training | 9 | 3 days | 26 - 29 September 2013 | Kurt Joshua & Associate |
| First Aid Training | 15 | 2 days | 19-20 March 2013 | Business Foundation Services |
| Occupational Health and Safety | 15 | 2 days | 26-28 March 2013 | NS Global |
| Employment Equity Workshop | 11 | 1 day | 03 October 2013 | Osolwazi Consulting |
| Performance Management | 24 | 2 days | 08-09 October 2013 | Business Foundation Services |
| Conflict Management for Councilors | 7 | 3 days | 20-22 June 2013 | Qabuka Vuka |
| Conflict Management for Management | 15 | 1 days | 20 June 2013 | Osolwazi Training |
| eNATIS | 3 | 5 day | 27-31 August 2012 | Department of Transport |
| Events Management Seminar | 2 | 2 days | 29-30 April 2013 | University of Fort hare |
| Certificate in Local Government law and Administration | 10 | 1 Year | Block Sessions for a year | Sugarberry Trading 323cc |
| CPMD | 6 | 18 moths | In progress | School of Public Leadership |
| Minute Taking | 4 | 3 days | 5-6 June 2012 | The Leadership Development Institute |

LIST OF UMZIMVUBU BURSARY HOLDERS-OFFICIALS (INTERNAL) 2012/2013

| NO: | NAME & SURNAME | DESIGNATION | INSTITUTION | QUALIFICATION |
|------------|---------------------------|--|----------------------------|---|
| 1. | Yolisa Libala | PA SP and Communications | UNISA | ND in Administrative Management |
| 2. | Yolisa Chapa | PA Speakers | UNISA | B Com Financial management |
| 4 | Sindiswa Mpepanduku | PA Mayor | UNISA | Bachelor of Arts in Government administration and Development |
| 5 | Vuyo Cita | Revenue Clerk | UNISA | B. Tech Cost and Management |
| 6 | Babalwa Ndevu | Revenue Officer | UNISA | Bachelor of Accounting Science in Financial Accounting |
| 7 | Nokwazi Manciya | Disaster Management Officer | UNISA | Public Management |
| 8 | Sipokazi Mtolo | Admin Clerk | UNISA | B Admin |
| 9 | Siyabulela Tenyane | Senior Building inspector | UNISA | Certificate in Project Management |
| 10 | Nontathu Mnini | Revenue Accountant | UNISA | BA Internal Auditing |
| 11 | S Sineke | Manager: Citizens and Community Services | Regenesys | Post Graduate Diploma in Business Management |
| 12 | S Ntshikilana | Senior Town Planner | University of Stellenbosch | Honors in Public Development Management |
| 13 | A Ntongana | Senior SCM Officer | UNISA | Post Graduate Degree in Accounting |
| 14 | PZ Magadla | PA CS and Auxiliary officer | UNISA | Bachelor of Law |
| 15 | C Nenemba | PA Municipal Manager's office | UNISA | Bachelor of Arts in Government administration and Development |

BURSARIES (EXTERNAL) OFFERED TO COMMUNITY STUDENTS DURING 2012-2013

| No. | NAME | ENROLLED DEGREE/DIPLOMA |
|------------|------------------|--------------------------------|
| 1. | Owam Maliwa | ND: Local Government Finance |
| 2. | Siyanda Mhlanga | ND: Internal Auditing |
| 3. | Azola Ndamase | BSC IN Information Technology |
| 4. | Zimasa Nxopo | ND: Finance |
| 5. | Sivenathi Cwathi | ND: ICT |
| 6. | Sicelo Ncekana | ND: ICT |

1.3 Key HR Statistics per functional area Full time staff complement per functional area

| OFFICE OF THE MUNICIPAL MANAGER (MM POSITION FILLED) | | | | | |
|--|--|------------------------|------------------|-----------------|------------|
| Divisions | Functions | Number of Staff | | | |
| | | Total | Asst. Man | Profess. | Vac |
| IDP, IGR, Municipal Performance | <u>Purpose:</u> <ul style="list-style-type: none"> The coordination and monitoring and evaluation of the implementation of the IDP within the Municipality and IGR Coordination with other spheres of government | 1 | 1 | 0 | 0 |
| Internal Audit | <u>Purpose:</u> <ul style="list-style-type: none"> To conduct internal audit and risk management services within the Municipality in line with the MFMA, take corrective action with the CFO and provide regular feedback to the Council. | 1 | 1 | 1 | 0 |
| SPECIAL PROGRAMMS AND COMMUNICATIONS | | | | | |
| Communications | <u>Purpose:</u> <ul style="list-style-type: none"> To provide effective and sound communication services to the Municipality and the Council to improve its image and standing To strengthen communication between the Municipality and its stakeholders To strategically place or position the Municipality as the best service provider To establish communication forums for stakeholder feedback and participation To mobilize and empower stakeholders to take control of the process for their own development | 29 | 1 | 5 | 1 |
| Special Programmes | <u>Purpose:</u> <ul style="list-style-type: none"> To coordinate the activities of the Municipality in support of the promotion of women, the youth, the elderly, the disabled and other disadvantaged groups in the Municipality | 1 | 1 | 0 | 0 |
| Council Support | <u>Purpose:</u> <ul style="list-style-type: none"> To provide administrative and legal support to the Council, EXCO and the Office of the Speaker | 7 | 0 | 0 | 0 |

| | | | | | |
|--|---|--|--|--|--|
| | <ul style="list-style-type: none"> • To provide executive support to the office of the Mayor, Chief Whip and Speaker • To develop the capacity of special groups to enable them to participate fully in service delivery • To do lobbying, advocacy and mobilization on behalf of the special groups as well as mainstreaming of the designated groups | | | | |
|--|---|--|--|--|--|

| CORPORATE SERVICES | | | | | |
|-----------------------------------|---|------------------------|------------------|-----------------|---------------|
| Divisions | Functions | Number of Staff | | | |
| | | Total | Asst. Man | Profess. | Vacant |
| Human Resources Management | <p><u>Purpose:</u></p> <ul style="list-style-type: none"> • To provide effective transactional HR services and strategic organisational capabilities to improve organisational efficiency | 6 | 1 | 2 | 4 |
| Information Management | <p><u>Purpose:</u></p> <ul style="list-style-type: none"> • To provide high level information services incorporating information technology infrastructure and physical document management | 9 | 1 | 8 | 7 |
| Client Liaison Services | <p><u>Purpose:</u></p> <ul style="list-style-type: none"> • To provide focused and purposeful client liaison services to improve the citizens experience within the municipality | 6 | 0 | 6 | 4 |

| INFRASTRUCTURE AND PLANNING | | | | | |
|--------------------------------|---|-----------------|-----------|----------|-----|
| Divisions | Functions | Number of Staff | | | |
| | | Total | Asst. Man | Profess. | Vac |
| Project Management Unit | <u>Purpose:</u> <ul style="list-style-type: none"> Oversee the implementation of the Municipality's infrastructure projects from design to the completion using project management approach. | 16 | 4 | 4 | 2 |
| Town Planning | <u>Purpose:</u> <ul style="list-style-type: none"> To provide spatial development and land use management throughout the municipality | 3 | 1 | 2 | 0 |
| Buildings and Housing | <u>Purpose:</u> <ul style="list-style-type: none"> To provide building plans and building inspection services to the public, maintenance of the municipal buildings and coordination of housing projects within the Municipality | 3 | 1 | 2 | 1 |

| Citizen And Community Services | | Number of Staff | | | |
|---|--|-----------------|-----|----------|-----|
| Divisions | Functions | Total | Man | Profess. | Vac |
| Law Enforcement Services | <u>Purpose:</u> <ul style="list-style-type: none"> Provide enforcement of Municipal By-Laws, provincial and national laws applicable within the Municipal jurisdiction Provide efficient vehicle licensing services to vehicle owners Provide support to other government law enforcement departments by keeping and updating records of licensing information Reduced the rate of accidents in our roads and attend to reported accidents and incidents Focus on minimising the N2 Main Street traffic congestion | 53 | 1 | 52 | 1 |
| Solid waste and Municipal Health | <u>Purpose:</u> <ul style="list-style-type: none"> Provisioning of environmental health and waste management services to the Municipality | 60 | 0 | 4 | 2 |

| | | | | | |
|----------------------------------|--|-----------|----------|----------|----------|
| | <ul style="list-style-type: none"> Protect the environment and provide a safe and healthy environment to the local community | | | | |
| Pound, Fencing and Fences | <p><u>Purpose:</u></p> <ul style="list-style-type: none"> Provisioning of the animal control and pounding services along major roads and within the Municipality broadly. | 18 | 0 | 2 | 0 |
| Community Facilities | <p><u>Purpose:</u></p> <ul style="list-style-type: none"> The development of standards, establishment and administration of municipal facilities and public amenities. Facilitate the provision of sport facilities and community halls | 3 | 0 | 3 | 3 |

| BUDGET AND TREASURY OFFICE | | Number of Staff | | | |
|------------------------------------|---|------------------------|------------------|-----------------|-------------------------|
| Divisions | Functions | Total | Asst. Man | Profess. | Vac and Budgeted |
| Revenue and Debt Collection | <p><u>Purpose:</u></p> <ul style="list-style-type: none"> Provide proper revenue collection services and effective debt collection strategies and mechanisms Supervise the Revenue staff Verify daily revenue, direct payments into bank accounts via. Cashiers, debit orders and through Post Office Reconcile revenue with bank statements, taking into consideration the amounts for revenue paid into banks and accounts of other divisions e.g. Traffic Handling enquiries on accounts through telephonic, correspondence and in person. Balancing the trial balance and ledger accounts Balancing evaluation roll | 22 | 4 | 5 | 9 |
| Supply Chain | <u>Purpose:</u> | 4 | 1 | 3 | 3 |

| | | | | | |
|--|--|---|---|---|---|
| Management | <ul style="list-style-type: none"> • Provide effective supply chain management and logistics management services. • Certifying documents for payment etc. • Contract – Loan agreements | | | | |
| Expenditure | <p><u>Purpose:</u></p> <ul style="list-style-type: none"> • Provide effective budgeting and expenditure control systems and practices based on legislation and best practice. • Payment of Municipal Expenses • Preparing monthly bank reconciliation • Administering Asset Register • Managing stores | 4 | 1 | 3 | 3 |
| Financial Budgeting and Reporting | <p><u>Purpose:</u></p> <ul style="list-style-type: none"> • To facilitate the development of the budget, prepare and submit all financial reports for an on behalf of the Municipality. • Compiling financial statements and executing budgetary controls • Compliance with MFMA reporting formats • Ensuring implementation of GAMAP/ GRAP • Prepare annual budget with budget process plan | 2 | 1 | 1 | 1 |

| LOCAL ECONOMIC DEVELOPMENT | | | | | |
|--|--|-----------------|-----------|----------|------------------|
| Divisions | Functions | Number of Staff | | | |
| | | Total | Asst. Man | Profess. | Vac and Budgeted |
| Trade investment and regulation | <p>Purpose:</p> <ul style="list-style-type: none"> The provisioning of trade regulation and facilitation of investment within the Municipality through strategic partnerships with key stakeholders and SMME development | 2 | 1 | 1 | 1 |
| Economic Sector Support | <p>Purpose:</p> <ul style="list-style-type: none"> Facilitation of sector) specific (Tourism, Agriculture and Forestry support to promote local participation in economic development activities in the Municipality | 2 | 1 | 2 | 1 |

Staff registered with professional bodies

| Number of Section 57 Employees: 06 | | No. of vacant | 01 | |
|------------------------------------|------------------------------|--|--|---|
| | | Reason for vacancy | Dismissal of LED Manager (in 2011/12 FY) | |
| Name & Surname | Designation | Qualifications | Experience | Professional Registration |
| Tobela Nota | Municipal Manager | <ul style="list-style-type: none"> ND in Human Resources Management B-Tech in Public Management Master's in Public Administration (In progress) | N/A | SABPP, ILGMP & IMFO |
| Novuko Kubone | Manager: Corporate Services | <ul style="list-style-type: none"> B-Juris (Baccalaures Juris) LLB (Baccalareaus Legum) | N/A | None |
| Simthembile Kulu | Manager: SP & Communications | <ul style="list-style-type: none"> Bachelor of Arts Honours Bachelor of Arts (In Public | N/A | PRISA (Public Relations Institute of Southern Africa) |

| | | | | |
|------------------------|---|--|-----|------|
| | | Administration) | | |
| Mzobanzi Sineke | Manager: Citizen and Community Services | <ul style="list-style-type: none"> • ND in Marketing • Bachelor of Commerce | N/A | None |
| Sandi Ntonga | Manager: Infrastructure & Planning | <ul style="list-style-type: none"> • ND in Civil Engineering • B-Tech in Civil Engineering | N/A | ECSA |
| Mzingisi Hloba | Manager: Budget & Treasury | | N/A | IMFO |

Levels of Education and Skills

| Total number of staff | Number of staff without Grade 12 | Number of staff with Senior Certificate only | Number of staff with Tertiary/accredited professionals training |
|-----------------------|----------------------------------|--|---|
| 164 | 71 | 20 | 61 |

Trends on total personal expenditure:

| Financial Years | Total number of staff | Total approved operating Budget | Personnel expenditure (salary and salary related) | Percentage of expenditure |
|------------------|--------------------------------|---------------------------------|---|---------------------------|
| 2010-2011 | 216 (including Interns) | 45 941 317 | 31 666 798 | 68% |
| 2011-2012 | 214 (including interns) | 37 680 470 | 33 908 371 | 89.98% |
| 2012/2013 | | 45 167 205 | 39 573 154 | 87.61% |

Pension and Medical Aids whom Employees and Councilors belong to:

| Names of pension fund | Number of members | Names of medical Aids | Number of members |
|---|-------------------|--------------------------|-------------------|
| Municipal Employees Pension Fund | 84 | SAMWU Medical Aid | 37 |
| Municipal Councillors Pension Fund | 39 | LA Health | 33 |
| SAMWU Provident Fund | 47 | Bonitas | 26 |
| | | Key Health | 33 |
| | | Hosmed | 02 |

Senior management salary disclosures:

| Expenditure Items R'000 | Mr. T. Nota (MM) | Ms. X. Msuthu (CFO) | Mr. S.P. Ntonga (Infrastr. & Plan) | Mr. M. Sineke (Cit. & Comm. Serv.) | Mrs. N. Kubone (Corporate) | Mr. Kulu (SPU & Comm.) |
|---|-------------------|---------------------|------------------------------------|------------------------------------|----------------------------|------------------------|
| Annual Package | 607 481.52 | 457,890 | 457,890 | 457,890 | 457,890 | 457,890 |
| Pension | 75, 557.40 | 38,191 | - | - | 27 427.32 | 38,083.92 |
| Medical Aid | 27,200.64 | 14,977 | - | - | - | 14,934.48 |
| Car allowance | 185 096.40 | 121,597 | 186 650.40 | 147,102.48 | 133,006.32 | 124,241.52 |
| Phone allowance | 800.00 (Talk 500) | 800.00 (Talk 500) | 800.00 (Talk 500) | 800.00 (Talk 500) | 800.00 (Talk 500) | - |
| Housing allowance | 66,509.76 | 90,096 | 80,679 | 120 000.12 | 106,668.96 | 89,842.68 |
| Loans & advances | - | - | - | - | - | - |
| Arrears owed | - | - | - | - | - | - |
| Other benefits & allowances (13 th Cheque) | 50,623.46 | 38,265 | 38,157.50 | 38,157.50 | 38,157.50 | 38,157.50 |

Executive committee Councillor Disclosure:

| Expenditure Items R'000 | Cllr. SK Pangwa | Cllr. V. Bulana | Cllr. Z. Ndevu | Cllr. L. Nkula | Cllr. PK Thinga Thinga | Cllr. N. Mpumlwana | Cllr. M. Nkqayi | Cllr. LT Qasha | Cllr. EN Ngalonkulu |
|---------------------------------|------------------------|------------------------|-----------------------|-----------------------|-------------------------------|---------------------------|------------------------|-----------------------|----------------------------|
| Annual Package | 611 895.00 | 252 407.00 | 458 921.00 | 252 407.00 | 252 407.00 | 458 921.00 | 458921.00 | 458921.00 | 252 407.00 |
| Pension Annual | 48 416.19 | 19 971.70 | 36 312.12 | 19 971.70 | 19 971.70 | 36 312.12 | 36 312.12 | 36 312.12 | 19 971.70 |
| Medical Aid Annual | 1 027.33 | 2 066.00 | 1 630.00 | | | | | 3 314.00 | 1 931.33 |
| Car/travelling allowance | 161 387.31 | 66 572.35 | 121 040.41 | 66 572.35 | 66 572.35 | 121 040.41 | 121 040.41 | 121 040.41 | 66 576.35 |
| Cellphone allowance (per month) | 1 656 | 1 033 | 1 656 | 1 033 | 1 033 | 1 656 | 1 656 | 1 656 | 1 033 |
| Housing allowance | 8 386.93 | 1 817.39 | 5 430.69 | 3 883.39 | 3 883.39 | 7 060.96 | 7 060.96 | 3 746.69 | 1 952.06 |
| Loans & advances | - | - | - | - | - | - | - | - | - |
| Arrears owed | - | - | - | - | - | - | - | - | - |
| Other benefits & allowances | - | - | - | - | - | - | - | - | - |

1.4 Human Resource Development

The human resources function serves as a support function to the municipality and its primary objectives include amongst others things that include the following:

- Management of employees' conditions of service in terms of the relevant collective agreement and policies.
- Design and implement an organizational structure aligned to the municipality's powers and functions and the IDP
- Facilitate training and development of personnel including councillors
- Maintenance of a human resources environment that is conducive to and promotes a culture of stability and harmony
- Implementation of a Job Evaluation system

During the year under review the municipal manager and his five section 57 managers have signed their performance agreements including the Assistant Managers aligned to the SDBIP of the municipality which were subsequently submitted to the institution as prescribed by relevant legislation.

The municipality has recruitment and selection policies, approved organizational structures, prioritized vacancies; training and development policies in accordance with approved work skills plans in place to address recruitment and retention of employees.

1.5 Implementation of the Performance Management System

Umzimvubu Local Municipality adopted a Framework and Policy for implementation of a Performance Management System as prescribed by the Municipal Finance Management Act, the Municipal Systems Act 32 of 2000 and other relevant policies. The Performance Management System can be described as a primary mechanism to plan for performance management, monitor, review and improve the implementation of the municipality's IDP's. The implementation of the Performance Management System is aimed at achieving the following objectives:

- Facilitate increased accountability
- Facilitate learning and development
- Provide early warning signals
- Facilitate decision-making

The system is currently being implemented, quarterly performance assessments and reviews are conducted for all contract employees including Section 57 Managers, Assistant Managers and all contract employees. Performance agreements were signed for the 2011/2012 financial year and quarterly performance reports were compiled which were later translated to the annual performance report for the year.

2 Annual Performance as per key performance indicator in KPA 1.

| No. | Indicator name | Total number of people (planned for) during the year under review | Achievement level during the year under review | Achievement percentage during the year | Comments on the gap |
|-----|--|---|--|--|---|
| 1 | Vacancy rate for all approved and budgeted posts; | 164 | 152 | 93% | 12 positions could not be filled |
| 2 | Percentage of appointment in strategic positions (Municipal Manager and Section 57 Managers) | 7 | 6 | 86% | S57 Manager (LED) was dismissed in 2011/12 FY. Recruitment process finalized. |
| 3 | Percentage of Section 57 Managers including Municipal Managers who attended at least 1 skill development training course within the FY | 2 | 2 | 100% | None. |
| 4 | Percentage of Managers in Technical Services with a professional qualification | 6 | 6 | 100% | None |
| 5 | Percentage of municipalities within the district area that have a fully functional Performance Management System (DM only) | Not applicable | | | |
| 8 | Percentage of staff that have undergone a skills audit (including competency profiles) within the current 5 year term | 164 | 152 | 92% | None |
| 9 | Percentage of councillors who attended a skill development training within the current 5 year term | 54 | 54 | 100% | None |
| 10 | Percentage of staff complement with disability | 1 | 1 | 100% | None |
| 11 | Percentage of female employees | 100 | 98 | 98% | None |
| 12 | Percentage of employees that are aged 35 or younger | 70 | 70 | 100% | None |

3 Challenges and Remedial Actions in regard to HR and Organisational Management

| Challenge | Remedial Action |
|------------------------------------|---------------------------------------|
| Staff Turnover | Retention Strategy |
| Limited budget for Personnel Costs | Use of Interns and Contract employees |
| Shortage of Skills | Capacity Building Programmes |

CHAPTER 2: BASIC SERVICES DELIVERY PERFORMANCE HIGHLIGHTS – KPA 2)

Umzimvubu is currently characterised by acute backlogs in infrastructure and services provision especially electricity, water, sanitation, housing, road infrastructure, as well as Local Economic Development initiatives.

2.1. Water Services

The municipality entirely depend upon Alfred Nzo District Municipality for water services as the District is both the Water Services Authority as well as the Water Services Provider.

2.2. Electricity Services

Electricity in the municipal area is currently provided by ESKOM. The Municipality is involved in project planning and the provision of free basic electricity.

Only 25% of the population has access to electricity with an estimated 75% in backlogs. The electricity supply is very weak and is mainly single phase for most households. Most households are dependent on alternative sources of energy.

The electricity backlogs of 75% should be addressed through planning for upgrade of existing power station. The Municipality has also prioritised to solicit additional funding to address backlogs and expedite the provision of universal energy in rural areas by 2014. This includes the Turnkey Project Approach on Electricity project.

Endeavours to solicit funds from the DBSA have been embarked upon. This would enable the municipality to apply Front-loading of projects which speeds up implementation of projects that could otherwise be implemented later.

During the 2012-2013 financial year, there were no households connections due to none funding:

| | Indicator name | Total number of household/customer expected to benefit | Estimated backlogs (actual numbers) | Target set for the f. year under review (actual numbers) | Number of HH/customer reached during the FY | Percentage of achievement during the year |
|---|--|--|-------------------------------------|--|---|---|
| 1 | Percentage of households with access to electricity services | 45000 | 35489 | 4000 | 4000 | 90% |
| 2 | Percentage of indigent households with access to basic electricity services | 11183 | 1000 | 0 | 0 | 0% |
| 4 | Percentage of indigent households with access to free alternative energy sources | 15 000 | 10 000 | 0 | 0 | 0% |

2.3. Sanitation

The municipality entirely depend upon Alfred Nzo District Municipality for sanitation as the District has all the powers and functions to carry out this mandate.

2.4. Roads

The provision and maintenance of roads is the shared responsibility between of the Provincial Department of Roads and Transport, the district municipality as well as Umzimvubu Local Municipality. The total budgeted for roads was R354 486 000.00 million for the financial year under review and total of 1080,00 km access roads, 38.1 surfaced roads and 13 bridges have been constructed.

Umzimvubu municipality is mainly responsible for the maintenance of access roads and budget of R3 000 000.00 million has been allocated for maintenance of 25 Km access roads during 2012/2013.

The main challenges affecting the municipality are the poor condition of roads due to the fact that Umzimvubu is a rural area and there is less focus on road design;

- Heavy rains also contribute of the deterioration of roads
- Poorly designed bridges are also a challenge

As a remedial action, the municipality currently has plans to:

- Develop a storm water / pavement management system;
- Develop a road maintenance plan;
- Construction of new roads;
- Resurfacing of streets.
- Repairs to the N2 within Umzimvubu's area of jurisdiction. (DoT)

Key performance Indicator on road maintenance:

| | Indicator name | Total number of household/customer expected to benefit | Estimated backlogs (actual numbers) | Target set for the f. year under review (Actual numbers) | Number of HH/customer reached during the FY | Percentage of achievement during the year |
|---|---|--|-------------------------------------|--|---|---|
| 1 | Percentage of households without access to gravel or graded roads | 5435 | 5435 | 5435 | 4980 | 92.0% |
| 2 | Percentage of road infrastructure requiring upgrade | 12000 | 35419 | 4000 | 3500 | 87% |
| 4 | Percentage of planned new road infrastructure | 5435 | 35419 | 5435 | 4980 | 92% |

| | | | | | | |
|---|--|-------|-------|------|------|-----|
| | actually constructed | | | | | |
| 5 | Percentage of capital budget reserved for road upgrading and maintenance effectively used. | 12000 | 35419 | 4000 | 3500 | 87% |

- **Major Challenges in Road maintenance services and remedial action**

| Challenges | Remedial action |
|--|---|
| Limited budget of Operations and Maintenance | Set aside budget from Equitable Share |
| SCM Processes - delays | Prioritize and Cluster villages/wards to be maintained and appoint one contractor for the cluster |
| Challenges with Borrow pits | Establish relations with traditional leaders for their permission |
| Storm water drainage for gravel roads | Incorporate in Designs |

2.5. Integrated Solid Waste Management (ISWM)

- **Domestic Waste Collection**

Umzimvubu Municipality is responsible for Domestic Waste collection in their own area of jurisdiction. The Municipality do waste collection services (Street sweeping, litter picking, refuse bag provision/curb side collection and waste bin provision/servicing) in 2 Urban centers or towns and 8 Rural areas, 5 days a week in residential area and 7 days a week in urban areas.

At present the municipality collects an estimated 11% of the sorted and unsorted Municipal waste from households, suitable properties and businesses to waste facilities (GCB-) for recycling and final disposal. The higher waste collection backlog percentage is sitting with rural areas and illegal waste dumps.

In an attempt to address the backlogs the municipality should prioritise:

- Identification of new/additional rural areas using EPWP Food for waste programme and other EPWP under Environmental and Cultural Sector.
- Embark on process to rehabilitate illegal dumping sites;
- Full implementation of ULM Integrated Waste Management Plan

During the year under review the municipality has engaged itself in lot of activities which included the following; refuse removal and transportation, Landfill Site Management, Illegal dumping site rehabilitation, Waste Information System, Waste Recycling, By- Law Enforcement and Education and Communication.

In light of the above, Umzimvubu has plant, equipment, tools, facilities, man power, waste collection crew and operations systems to ensure effective and efficient domestic waste collection service. During this period ULM was able to install 85 waste side bins for temporally storage of waste and to curb littering. Other activities included the following kerb collection services, street sweeping, litter picking and workers are operating on their schedules and

adhere to waste collection map. Business waste is collected on daily basis and on residential sites waste is collected twice a week.

ULM works under a licensed land fill site which was a great achievement during the financial year of review and has appointed a service provider for the supply and installations of WIS that will assist the municipality to capture routine data on tonnages of waste generated, recycled and disposed on monthly and annual basis

There are wide ranges of recycling initiatives that took place during the year under review in relation to waste minimization. To the year end 4 permits have been issued in an attempt to promote sustainable waste minimization programs and to regulate salvaging on land fill sites. Scavenging is only permitted at both sites from 16: 30 daily after operations on site have ceases for the health and safety purposes. Waste by back center has been developed and is in operation indicating that some amounts of money are generated per month. We have entered in services level agreement with 3 cooperatives running the centre so as to be able ascertain the waste stream recycled in terms of waste volumes, type and money generated in the process so as to enable to plan, report and enhance programme. Mthe following is the more detailed description of some activities under ISWM:

- **Refuse Removal and Transportation.**

Two Refuse standard Trucks, two Refuse Compactor Trucks, 7 operating on time, on schedule and adhered to refuse removal map. All waste collection points and suitable properties were serviced, the refuse has been transported to our waste facilities for a final disposal off. Furthermore, we are working on FM GPS refuse truck tracking unit installation for accurate records travel times and distances, Geo-fences, and a detailed telemetry information (Accurately recording speeds, times, cadastral, locations, and distances) to develop reports. To this end the unit has been procured and installed.

- **Landfill site Management**

The Municipality operates and manages two GCB- waste facilities, they are both permitted. We are currently working on four working faces/landfill cells for a final waste disposal off and cell operations (compaction, covering and litter picking), controlling and directing waste vehicles from households and businesses for a proper working face areas. access control, logging of vehicles that access the facilities and direct vehicles for proper working face.

- **Illegal Dumping sites**

Approximately 200 active illegal waste dumping sites have been identified and mapped, estimates that over 150 of these sites are within 20-30 metres of schools, homes and sensitive biodiversity areas. To this end, the Municipality is working/rehabilitating almost all the sites.

- **Waste information System**

WIS provides a mechanism for obtaining accurate waste balance information through online submission of data by waste facilities. Our Waste Information System is currently up and running as required in terms of Section 60 of the waste Act. This system is used by ULM to capture routine data on tonnages of waste generated, recycled and disposed of on a monthly and annual basis. To this end, both Mount Frere and Ayliff waste data have captured.

- **Waste Buy Back Centre**

Solid waste buy back centre assist in addressing the challenges of dealing with increase generation of solid waste and the scarcity of land for disposal. This centre also reduce the challenges of unemployment through promoting entrepreneurs to operating waste recycling businesses. To date, tonnages of recyclable material have been diverted from landfill.

The table below provides summary on refuse removal:

| | Indicator name | Total number of household/customer expected to benefit | Estimated backlogs (actual numbers) | Target set for the FY under review | Number of HH/customer reached | Percentage of achievement during the year |
|---|---|--|-------------------------------------|------------------------------------|-------------------------------|---|
| 1 | Percentage of households with access to refuse removal services | 8000 | N/A | 8000 | 8000 | 100% |

- **Social Amenities**

- a) **Community Halls**

There are approximately 24 halls existing in the area. However these halls are not equally shared amongst the 24 administrative boundaries. At least 7 wards do not have halls and some wards have more than one hall. There are multi-purpose halls which the municipality is letting to communities and collects revenue.

- b) **Sports Fields**

The Municipality is managing two sports fields (one in Mount Ayliff and 1 in Mount Frere). They are both valued for its contribution to the sporting, recreation and social life of the people of Umzimvubu Local Municipality, visitors and surrounding areas. It is also valued for the benefits it will bring for future generations. The Mount Ayliff sports field Artificial turf development is completed and handed over. Badibanise sport field is currently under-developed, still awaiting for the property transfer form Alfred Nzo District Municipality to Umzimvubu Local Municipality, however, general maintenance has been done. There are no proper sports fields in some rural areas.

- c) **Libraries**

The municipal area is currently developing Two Libraries to assist in the provision and promotion of a culture of reading, library usage and learning so as to enrich communities. Umzimvubu Municipality in collaboration with Coega Development Agency (an implanting agent contracted by Department of Sport, Recreation, Arts and Culture) to develop a Library in Mount Frere and Mount Ayliff town, they are both on their final stages awaiting for an official hand-over

d.) Museum

Umzimvubu Local Municipality in collaboration with the Department of Sport, Recreation, Arts and Culture are currently developing a Regional Museum in Mount Ayliff, in an attempt to bring about an interactive system for the management and empowerment of society to nurture and conserve 'their heritage resource so that they may be bequeathed to future generation.

e.) Cemeteries

Umzimvubu Local Municipality has continued to operate and manage four Cemeteries (two Mt Ayliff and Two Mount Frere), and they are all maintained on regular basis. The maintenance activities include the following:

Landscaping and Greening

Grass cutting,

Removal of unwanted vegetation,

Grave digging and allocation, and

Access control

The operation activities involve the following:

Cemetery management System,

f.) Parks and Public Open Spaces

The Municipality is operating and managing two Parks to provide active and passive recreation to communities. Ntsizwa Park upgrade is completed, Sophia recreational Park Development is under construction phase.

A number of public open spaces have been maintained, the activities include amongst other things the followings:

- Trees and shrubs that obstruct streets, alleys and sidewalks cutting and pruning.
- Grass cutting
- Landscaping and greening maintenance.

2.6. Housing and Town Planning

- The municipality plays a coordinating role with regards to housing. The Department of Human Settlement is the funder and the implementing agency of housing projects in the municipal area.

As per the adopted Human Settlements Plan, the municipality is currently implementing a number of rural housing projects in its area of jurisdiction and the challenge is the pace at which these projects are implemented and the resolution blockages by various stakeholders.

- Key performance indicators in housing and town planning services:**

| | Indicator name | Total number of household/customer expected to benefit | Estimated backlogs (Actual numbers) | Target set for the f. year under review | Number of HH/customer reached | Percentage of achievement during the year |
|---|---|---|--|--|--------------------------------------|--|
| 1 | Percentage of households living in informal settlements | 37000 | 37000 | 2000 | 700 | 35% |
| 2 | Percentage of informal settlements that have been provided with basic services | 37000 | 37000 | 2000 | 700 | 35% |
| 3 | Percentage of households in formal housing that conforms to the minimum building standards for residential houses | 8000 | 0 | 1041 | 1041 | 100% |

2.7. Spatial Planning (Spatial Development Framework and Land Use Management System)

The development of the abovementioned plans has been successfully completed under the auspices of Infrastructure Planning and Development and we are currently looking forward to the development of local SDF and the relevant regulations. The framework enshrines the spatial development areas including, Mount Frere Urban Area, Mount Ayliff Urban Area, Rural Settlement Areas as well as identified corridors.

Below is a set of plans approved in the urban component of the municipality:

- **Land Use Applications**

| Applications Outstanding 01 July 2010 | Category | Number of new applications received | Total value of applications received in Rand | Applications outstanding 30 June 2011 |
|---------------------------------------|-----------------------------------|-------------------------------------|--|---------------------------------------|
| None | Sub-division | 2 | None | None |
| None | Rezoning | 1 | None | None |
| | Consent use | 0 | None | None |
| None | Removal of restrictive conditions | 0 | None | None |
| None | Township establishments | 2 | None | None |

- **Major challenges in Spatial Planning and remedies**

| Challenge | Remedy |
|------------------------|---|
| Land invasion | Court orders issued |
| Prevailing land claims | Establish relations with Traditional Leaders Process through Land Claims Commission |

2.8. Implementation of the Indigent Policy

- The municipality has an indigent policy in place and it was approved by council.
- The indigent register is reviewed annually whereby all beneficiaries are invited to verify their economic status.
- The municipality is providing Free Basic Services in a form of a Gel and oil lamp to designated beneficiaries.
- There is a cooperative that was established to deal with FBS by being distributors locally.
- Grid electricity beneficiaries are benefiting from Eskom when they buy electricity.

The table below illustrates the service delivery backlogs:

| Backlog | 01 July 2011- 30 June 2012 | | |
|---|--|-------------------------|--|
| | Required | Budget | Actual |
| Roads Backlogs | | | |
| Backlogs to be eliminated (No. KM's not providing minimum standard of service) | 1080km gravel road maintenance and 38.1 km surfacing | R354,486,000.00 million | 70,0 km access road and 12km surfaced roads & 25km Maintenance |
| Backlogs to be eliminated (Percentage – KM's identified as backlogs / total KM's) | | | |
| Spending on New infrastructure to eliminate backlogs (Rand '000) | | | |
| Spending on renewal of existing infrastructure to eliminate backlogs (Rand '000) | 37km | | |
| Total spending to eliminate backlogs (Rand '000) | | | |
| Spending on maintenance to ensure no new backlogs created. | | 3 million | 25km |
| Electricity Backlogs | | | |
| Backlogs to be eliminated (No. Households not receiving minimum standards of service) | 35 489h/h | R488,046,200.00 million | None connections made |
| Backlogs to be eliminated (Percentage | 35489 | R488,046,200.00 | |

| | | | |
|---|---------|-------------------------|------------|
| – HH identified as backlogs / total HH) | | million | |
| Spending on new infrastructure to eliminate backlogs (Rand '000) | | R488,046,200.00 million | |
| Spending on renewal of existing infrastructure to eliminate backlogs (Rand '000) | | | |
| Total spending to eliminate backlogs (Rand '000) | | | |
| Spending on maintenance to ensure no new backlogs created. | | R700 000 | |
| Refuse removal Backlogs | | | |
| Backlogs to be eliminated (No. Households not receiving minimum standards of service) | 1000 | 1080000.00 | 1156000.00 |
| Backlogs to be eliminated (Percentage – HH identified as backlogs / total HH) | 2.1% | | |
| Spending on new infrastructure to eliminate backlogs (Rand '000) | 400 000 | 2780 000.00 | 1156000.00 |
| Spending on renewal of existing infrastructure to eliminate backlogs (Rand '000) | 482 000 | 500 000 | 482 000 |
| Total spending to eliminate backlogs (Rand '000) | | | 1638000.00 |

CHAPTER 3: MUNICIPAL LED FRAMEWORK IMPLEMENTATION – KPA 3

3.1 Brief presentation of LED Strategy and Plan

LED Strategy is a 5-year plan that is part of IDP process. The LED strategy is a one of a number of intergrated strategies and programme that must by legislation be included in the municipal IDP. Umzimvubu LED strategy articulates socio-economic development objectives of the municipality. LED stakeholders were part of development of strategy which includes, situational analysis, strategic framework, socio economic objectives, programmes and projects to be incorporated on the strategy

- Setting up of LED Unit

According to Organogram 2012/2013 the number of post are as follows

Number of posts = 6

Vacant = 2 (LED Manager and LED Officer Agrarian reform)

Filled = 4 (Assistant Manager, 2 X LED Officers and Admin Officer)

- **The availability of LED Expertise**

All officials within the Department are qualified, LED Assistant Manager possess B-tech in tourism development, both LED Officers have National Diploma and LED Admin Assistant has certificate in Office Administration.

- **LED stakeholder forum functionality**

There are month meetings where LED Councillors and stakeholders sit to discuss issued affecting local economic development. There is strategic planning sessions convened prior commencement of financial year and 6 months after financial year has unfolded. In these strategic planning sessions, all stakeholders meet to collaborate and integrate programmes. LED policies are aligned to national and provincial prescripts of government. Communities also participate on LED programmes through workshops, policy awareness and IDP outreach

- **Funding Opportunities of LED activities**

There are opportunities for funding for co-operatives driving LED programmes to cite DBSA Jobs Fund, Department of Economic Development and Environmental Affairs has LED Fund Department of Industry through Co-operative Incentive Scheme and Eastern cape Development Co-operation through Imvaba Co-operative. Some financial banks have soft loans targeting our small businesses and co-operatives.

3.2 Progress towards achieving the LED key objectives

a. Improve public and market confidence

- **Spatial development framework (SDF)/Land use management system (LUMS)**

The municipality has an adopted SDF and Land use management system that portrays issues of land distribution for future developments, zoning. This enables Investors to explore opportunities in the municipal area.

- **Red tape reduction**

The municipality has issued 120 licences for informal traders and about 68 lease agreement for hawkers stalls have been entered into between SMME's and the municipality for a period of 3 years. Informal traders pay R20 00 per month while hawkers stalls pay R60 00 per month. Informal trading licences are issued within a day once area where informal trader is operating is found suitable. For formal businesses it takes 7 days as there are assessment that is needed to be done

The municipality also issue licences for formal traders, these businesses pay R1000.00 per annum.

- **Investments and trading by-laws**

The and trading Investment Policy of the Umzimvubu Municipality is founded on the shared economic vision for the area – *“a diverse and resilient economy, able to exploit the competitive advantages of the municipality while building appropriate skills by 2017.*

The policy is accordingly informed by and aligned to the national, provincial and district trade and investment facilitation policy frameworks as well as specific needs and opportunities presented by the local environment of Umzimvubu. The policy specifically seeks to achieve the following objectives:

- To position the Umzimvubu Municipality as the preferred investment destination;
 - To attract new private sector investment into key priority economic sectors;
 - To help retain existing investment into the municipal area;
 - To support investment into projects identified in the Umzimvubu LED Plan;
 - To contribute towards improving the municipal tax base
- Provision and maintenance of quality and reliable infrastructure: Roads; ITC; market places
 - Disaster management. The municipality has a disaster management plan. The disaster is a responsibility of the District Municipality.

b. Exploit comparative and competitive advantage for industrial activities

The LED Department has business retention and expansion strategy, the main purpose of this plan is to carefully analyze and practical identification of the “infrastructural grid” required by business for sustainable development based on sound service delivery;-

1. To identify of the needs, opportunities, constraints and barriers to business development ;
2. To analyze Sector specific issue analysis and linkages to district and regional value chain opportunities;
3. For clear identification of credible sector specific opportunities; and
4. Ensuring business sector satisfaction across the municipal area and with potential partners at regional and international levels.

To date there is trading facility in Ward 07 in Mt Ayliff, the structure that can accommodate 6 new businesses that were only found in Kokstad and Mthatha in that way economic leakage is plugged.

There is Peach Value Addition business based in Ward 01 Mt Ayliff where peaches will be processed into jams, peach juices and dried fruit and some will be planted in order to supply them as fruit.

Aloe processing plant in Ward 04 Mt Ayliff is intending at adding value to local grown aloe into aloe ferox, shampoo, aloe juice and perfumes.

Commercial Nursery in Ward 17 Mt Frere is selling seedlings and fruit trees to local businesses and communities

Fresh Produce Market, which is Ward 18 Mt Frere, is aiming at selling fresh fruit and vegetables, fresh milk and eggs

Mobile Pole treatment Plant based in ward 20 treats pole trees and is aiming at processing trees into furniture

Responsible tourism plan has a clearly vision “ to be preferred tourism destination”

The Municipality is exploring competitive advantage through diverse culture that it possess, there is tourism DVD and brochure showcasing our unique products and as such each year there are tourism celebrations at Emaxesibeni craft centre.

About competition the municipality understands that development knows no boundaries hence programmes are linked with other municipality in order to complement each other

About 30 functional co-operatives are operating within the municipality and small business association in each town. NAFCOOC is dominated by medium to well established businesses while FABCOSA is predominantly dominated by young people in business

c. Intensify Enterprise support and business development

With regards to business development the municipality is offering quarterly workshops on tender filling and BEE awareness. SMME's in catering are also assisted with training of catering health and hygien which results in them being graded. There are also business and agrarian seminars, which are looking at providing business, support to SMME's.

Annually the municipality has flea market where by institutions that are offering business support showcase with the assistance targeting them. With regards to SMME's established within the municipality about 60 & benefitted and on EPWP 340 people were employed.

d. Support Social investment program

Currently there is a gap between first and second economy however plans to curb the challenge is in place, much emphasis is towards providing support to local SMME's and co-operatives in terms of securing markets so that job opportunities can increase. Database for local unemployed people is available on a ward basis.

Women /Youth Association

Issues relating to youth and women are mainstreamed in the municipality. There is a Youth Council and Women Council that are established and are fully functional.

3.3 Annual performance as per key performance indicators in LED

| | Indicator name | Target set for the year | Achievement level during the year (absolute figure) | Achievement percentage during the year |
|---|--|-------------------------|---|--|
| 1 | Percentage of LED Budget spent on LED related activities. | 100 % | 96% | 96% |
| 2 | Number of LED stakeholder forum held | 12 | 12 | 100 % |
| 3 | Percentage of SMME that have benefited from a SMME support program | 80 % | 50 % | 62 % |
| 4 | Number of job opportunities created through EPWP | 400 | 340 | 85 % |
| 5 | Number of job opportunities created through PPP | 75 | 75 | 100% |

3.4 Challenges regarding LED strategy implementation

| No | Challenges | Mitigation measures |
|----|---------------------------|---|
| 1 | Financial capacity | Funding mobilisation |
| 2 | Economic leakage | Business retention and expansion strategy |
| 3 | Skills shortage | Conduct skills audit and conduct skills training. Partner with higher learning institutions for skills transfer |
| 4 | Climate change | Implement initiatives responding to COP 17 resolutions |
| 5 | Poor infrastructure | Infrastructure development to be done where there are economic activities |

4.1 Annual Financial Statements (SEE ATTACHED ANNEXURE A)



Umzimvubu Municipality

Audit Report

For the year ended 30 June 2013



AUDITOR - GENERAL
SOUTH AFRICA

The Municipal Manager
Umzimvubu Local Municipality
Private Bag X9020
Mt Frere
5090

Date: 30 November 2013

Reference: 60083REG12-13

Dear Mr. Nota

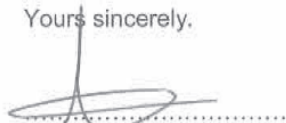
Report of the Auditor-General on the financial statements and other legal and regulatory requirements of Umzimvubu Local Municipality for the year ended 30 June 2013

1. The above-mentioned report of the Auditor-General is submitted herewith in terms of section 21(1) of the Public Audit Act of South Africa read in conjunction with section 188 of the Constitution of the Republic of South Africa section 121(3) of the Municipal Finance Management Act of South Africa (MFMA).
2. We have not yet received the other information that will be included in the annual report with the audited financial statements and have thus not been able to establish whether there are any inconsistencies between this information and the audited financial statements and the reported performance against pre-determined objectives. You are requested to supply this information as soon as possible. Once this information is received it will be read and should any inconsistencies be identified these will be communicated to you and you will be requested to make the necessary corrections. Should the corrections not be made we will amend and reissue the audit report.
3. In terms of section 121(3) of the MFMA you are required to include the audit report in the Umzimvubu Local Municipality's annual report to be tabled.
4. Until the annual report is tabled as required by section 127(2) of the MFMA, the audit report is not a public document and should therefore be treated as confidential.
5. Prior to printing or copying the annual report which will include the audit report you are required to do the following:
 - Submit the final printer's proof of the annual report to the relevant senior manager of the Auditor-General of South Africa for verification of the audit-related references in the audit report and for confirmation that the financial statements and other information are those documents that have been read and audited. Special care should be taken with the page references in your report, since an incorrect reference could have audit implications.
 - The signature *Auditor-General* in the handwriting of the auditor authorised to sign the audit report at the end of the hard copy of the audit report should be scanned in when preparing to print the report. This signature, as well as the place and date of signing and the Auditor-General of South Africa's logo, should appear at the end of the report, as in the hard copy that is provided to you. The official logo will be made available to you in electronic format.

6. Please notify the undersigned Senior Manager well in advance of the date on which the annual report containing this audit report will be tabled.
7. Your cooperation to ensure that all these requirements are met would be much appreciated.

Kindly acknowledge receipt of this letter.

Yours sincerely,



Thembela Mseleni

Senior Manager: ECBU

Enquiries: Sisonke Mdlazi
Telephone: 043 -709 7200
Fax: 043 -709 7200

**REPORT OF THE AUDITOR-GENERAL TO THE EASTERN CAPE PROVINCIAL
LEGISLATURE AND THE COUNCIL ON THE UMZIMVUBU LOCAL MUNICIPALITY
REPORT ON THE FINANCIAL STATEMENTS**

Introduction

1. I have audited the financial statements of the Umzimvubu Local Municipality as set out on pages xxx to xxx, which comprise the statement of financial position as at 30 June 2013, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2012 (Act No. 5 of 2012) (DoRA), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-general's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the general notice issued in terms thereof and International Standards on Auditing. 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.
4. 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 entity'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 entity'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.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Umzimvubu Local Municipality as at 30 June 2013 and its financial performance and cash flows for the year then ended in accordance with SA Standards of GRAP and the requirements of the MFMA and DoRA.

Emphasis of matters

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

Restatement of corresponding figures

8. As disclosed in note 38 to the financial statements, the corresponding figures for the financial year ended 30 June 2012 have been restated as a result of errors discovered during 2013 in the financial statements of the municipality for the year ended 30 June 2013.

Material impairments

9. As disclosed in notes 4 and 5 to the financial statements, material losses of R41, 9 million were incurred as a result of the inadequate implementation of the debt collection policy.

Additional matter

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

Unaudited supplementary schedules

11. The supplementary annexures set out on pages xx to xx do not form part of the financial statements and are presented as additional information. I have not audited these annexures and, accordingly, I do not express an opinion thereon.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

12. In accordance with the PAA and the general notice issued in terms thereof, I report the following findings relevant to performance against predetermined objectives, compliance with laws and regulations and internal control, but not for the purpose of expressing an opinion.

Predetermined objectives

13. I performed procedures to obtain evidence about the usefulness and reliability of the information in the annual performance report as set out on pages xxx to xxx of the annual report.
14. The reported performance against predetermined objectives was evaluated against the overall criteria of usefulness and reliability.
15. The usefulness of information in the annual performance report relates to whether it is presented in accordance with the National Treasury's annual reporting principles and whether the reported performance is consistent with the planned development priorities or objectives. The usefulness of information further relates to whether indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the National Treasury's *Framework for managing programme performance information*.
16. The reliability of the information in respect of the selected programmes is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).

17. There were no material findings on the annual performance report concerning the usefulness and reliability of the information.

Additional matter

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

Achievement of planned targets

19. Of the total number of 119 targets planned for the year, 36 were not achieved during the year under review. This means that 30% of the total planned targets were not achieved during the year under review. This was due to the underspending of the conditional grant relevant to the infrastructure and planning programme.

Compliance with laws and regulations

20. I performed procedures to obtain evidence that the entity has complied with applicable laws and regulations regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key applicable laws and regulations as set out in the general notice issued in terms of the PAA are as follows:

Annual financial statements and annual report

21. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements of non-current assets, current assets, and expenditure and disclosure items identified by the auditors in the submitted financial statement were subsequently corrected and the supporting records provided, resulting in the financial statements receiving an unqualified audit opinion.

Strategic Planning and Performance

22. The municipality did not establish mechanisms to monitor and review its performance management system, as required by section 40 of the Municipal Systems Act.

Asset management

23. An adequate management, accounting and information system was not in place to account for assets, as required by section 63(2) (a) of the MFMA.
24. An effective system of internal control for assets (including an asset register) was not in place, as required by section 63(2) (c) of the MFMA.

Expenditure management

25. Reasonable steps were not taken to prevent unauthorised, irregular as well as fruitless and wasteful expenditure, as required by section 62(1) (d) of the MFMA.

Procurement

26. Awards were made to providers who are in the service of other state institutions, in contravention of section 112(j) of the MFMA and SCM Regulation 44. Similar awards were identified in the prior year and no effective steps had been taken to prevent or combat the abuse of the SCM process in accordance with SCM Regulation 38(1).

Internal control

27. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with laws and regulations. The matters reported below under the fundamentals of internal control are limited to the significant deficiencies that resulted in the findings on compliance with laws and regulations included in this report.

Leadership

28. Policies and procedures had not been adequately developed and implemented by the municipality to monitor compliance with relevant laws and regulations. This resulted in material non-compliance findings, as detailed under the "findings on compliance with laws and regulations" section of this report.

Financial and performance management

29. As reported in the previous year, the municipality did not have sufficient and appropriate daily and monthly controls over financial statement reporting, resulting to material adjustments being made during the time of the audit. The monthly processing of transactions relating to the fixed asset registers and the billing of debtors was not adequately reviewed. This resulted in material findings in the submitted financial statements that were subsequently corrected by management.

Governance

30. The audit committee met prior to the submission of the financial statements to review the adequacy, reliability and accuracy of the financial statements. However, the review of the financial statements and compliance with laws and regulations was not adequate, as evidenced by the material misstatements identified that were subsequently corrected.

Auditor-General
East London

30 November 2013



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

4.3. AUDIT COMMITTEE REPORT FOR 2012/13 FINANCIAL YEAR

The Audit Committee of Umzimvubu Municipality has pleasure in submitting this report to Council of the Municipality. This report is submitted in terms of the provision of sections 121 (3)(j), 166(2)(b) and 166(2)(c) of the Municipal Finance Management Act of 2003 (“the MFMA”) and covers the financial year from 1 July 2012 to 30 June 2013.

4.3.1. MEMBERSHIP OF THE COMMITTEE

The following independent persons served as members of the Audit Committee for the year under review:

- Mr. V Mtshali CA (SA) - Chairperson
- Mr. Madikizela CA (SA)
- Mr. S Majola CIA

The committee was appointed on 18 February 2010 on a three year contract. Our contract with the municipality ended in the previous financial year. The contract was renewed for a further period of three years. In terms of MFMA circular 65 audit committee members should not be contracted for a continuous period exceeding six years. Therefore the new/current term of three years is our last term as audit committee.

4.3.2. AUDIT COMMITTEE MEETINGS

The MFMA provides that the Audit Committee (AC) shall have at least four mandatory meetings in each financial year, with at least one meeting held at least once per quarter.

For the current financial year, AC held 9 meetings. This demonstrates the commitment of the committee in contributing to good governance and in fulfilling its MFMA mandate.

The meeting attendance was as follows:

| Members | 1 st Ordinary Meeting | Special Meeting | 2 nd Ordinary Meeting | 3 rd Ordinary Meeting | 4 th Ordinary Meeting | 5 th Ordinary Meeting | Special Meeting | 6 th Ordinary Meeting | Special Meeting |
|--------------|----------------------------------|-----------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|-----------------|----------------------------------|-----------------|
| Date | 04-07-2012 | 30-07-2012 | 22-08-2012 | 13-11-2012 | 30-01-2013 | 13-03-2013 | 19-04-2013 | 20-05-2013 | 24-06-2013 |
| V Mtshali | Present | Apology | Present | Present | Present | Present | Present | Present | Present |
| S Madikizela | Present | Present | Present | Present | Present | Present | Present | Present | Present |
| S Majola | Present | Apology | Present | Present | Present | Present | Present | Present | Apology |

4.3.3. OVERVIEW OF ACTIVITIES

- Internal audit is the tool that we use as Audit Committee to discharge our statutory responsibilities.
- We approved the Risk based internal audit plan and made sure that internal auditors cover all

statutory obligations over and above risk based plan.

- During the financial year PWC was our co-sourced internal auditors.
- In order to be able to rely on the work performed by internal audit, the audit committee has to satisfy itself on the quality and scope of work performed by internal audit is sufficient to be able to place such reliance.
- Internal audit visits were conducted during the year and covered the period 01 July 2012 to 30 June 2013 The areas covered during the internal audit visits included the following:
 - Follow up review : Asset management
 - Follow up review : IT Governance
 - MFMA Compliance
 - Performance Information
 - Expenditure
 - High Level Review of Annual Financial Statements

4.3.4.1. The Internal Audit findings are summarized as follows:

The reports from Internal Audit covering quarters 1 to 4 were considered by the Audit Committee. It was noted that most areas where reviews were undertaken still required a lot of improvement of internal controls, this was also evident from that the overall opinion from Internal Audit's report on Performance Management System (PMS) of Umzimvubu Local Municipality still required a vast improvement and the risk associated with PMS was considered as HIGH.

4.3.4.2. Follow-up Reviews: Asset Management

Findings in this area were considered to be of a medium risk; however they still needed management's attention. Most importantly, included in the findings was the fact that the three was lack of management reviews of assets to be written off, assets count reports could not be obtained for the current year and original ordering documents not provided for audit purposes. Council to exercise oversight over assets acquisition, disposals and write offs.

4.3.4.3. Follow-up Reviews: IT Governance

The findings in this area were considered to be of a medium risk; however they still needed management's attention. Most importantly, included in the findings was the fact that they were inadequate change management processes, user access rights not reviewed by business management for Payday and Data ownership on the applications not defined. The Committee is concerned that the municipality does not have ICT governance framework.

4.3.4.4. MFMA Compliance:

The MPAC is to monitor implementation of Audit Committee and Internal audit recommendations on compliance issues. MPAC is advised to follow up on the implementation of the audit action plan.

4.3.4.5. Municipal Expenditure

We advise Council to monitor compliance with MFMA Circular 68: irregular , unauthorized , fruitless and wasteful expenditure .

4.3.4.6. Review of Financial Statements

The Committee reviewed the annual financial statements for 30 June 2013 in a meeting that was held on 23 August 2013 and the AFS were noted with few suggested changes.

We also congratulate management for preparing interim/half yearly financial statements, the committee reviewed the interims.

Council and MPAC must follow up on the issues raised of the annual and interim financial statements and ensure that they are resolved by management.

4.3.4.7. Performance Management

The Internal audit raised numerous findings and recommendations with regard to PMS and they have to be addressed by management, the following are examples:

- KPI's are not well-defined
- Objectives are not always reflected across the IDP, the SDBIP, the Performance Agreements, the First and the Second Quarter Performance Reports
- KPI's are inconsistent and not always reflected across the IDP, the SDBIP, the Performance Agreements and the Quarterly Performance Reports.
- Performance targets are inconsistent between the SDBIP, the Performance Agreements, the First and the Second Quarter Performance Report.
- Performance targets are not always reflected across the IDP, the SDBIP, Performance Agreements, the First Quarter Performance Report and Second Quarter Performance Report.
- Inadequate evidence provided to corroborate achievement of performance target.
- Inadequate corrective measures.
- Performance evaluations were not performed for the Permanent Municipal employees and suppliers.

Furthermore the audit committee recommends to council that the Performance Management System Policy needs to be reviewed to ensure that there is alignment between the Performance Regulations, Municipal Performance Management System Policy and Performance Contracts.

4.3.4.8. Risk Management

The committee has raised concerns on risk management. We have made recommendations to management to improve the effectiveness of the risk committee and reporting and management of risk.

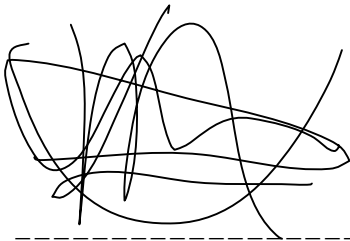
The Council needs to review risk management framework for the municipality and approve risk committee charter.

4.3.4.9. Conclusion

We must convey our appreciation to management and council for the support they have given our committee. Also we must commend the effort that has been put by management and the oversight role played by council in ensuring that the municipality has again obtained an unqualified audit opinion again in the 2011/12 financial year. We believe that if we all continue working together, the municipality can indeed achieve a clean audit before 2014.

The following are standing invitees to Audit Committee Meetings:

Office of the Auditor-General (OA-G)
Municipal Manager (MM)
Chief Financial Officer (CFO)
Deputy CFO
Partner / Manager from PwC Internal Audit Service Provider
Internal Auditor
Representative from Provincial Treasury and COGTA
Chairperson of MPAC



Signed by Chairperson of the Audit Committee

Date: 20/11/2013

4.4. The Audit Turnaround Strategy 2012/2013

AUDIT 2012 / 2013 FY

AUDIT TURNAROUND STRATEGY

| Audit Finding | AUDIT TURNAROUND STRATEGY | | | | | | | | | | | | | |
|--|--|--|--|---|---|--------------------------|--|---|--|--|----------------------|-----------------------------------|--|-----------------------------|
| | ROOT CAUSE | CURRENT STATUSES | CHALLENGES | REMEDIAL ACTION | PLANNED ACTIVITY FOR NEXT 6 MONTHS | JAN | FEB | MARCH | APR | MAY | AFFECTED DEPARTMENTS | BUDGET NEEDED FOR REMEDIAL ACTION | MEANS OF VERIFICATION | RESPONSIBLE PERSON/OFFICIAL |
| Depreciation incorrectly calculated (underrated) | No revaluation of Useful lives, No asset disposal strategy, Asset Management Module not fully utilised | Revaluation of useful lives was not properly done, There is no clear disposal strategy, Munsoft asset Management module is not fully utilized. | Inadequate training of SCM staff, Inadequate internal controls | Training of SCM Staff, Policy review and implementation | Policy Review, Training of SCM staff and Senior managers Policy review, Development of disposal Strategy, Asset count and conditional assessment | Training. Asset Count | Policy review, Disposal strategy adoption | Interim AFS Audit, including asset Register | Implementation of policies, Internal audit recommendations | Planning for year- end asset verification process. | BTO&INF&PLANNING | R0.00 | Munsoft AR with depreciation calculations, Asset verification results with useful lives revalued, Impairment costs and residual values | SCM: assistant Manager |

| | | | | | | | | | | | | | | |
|--|---|---|--|---|---|---|---|--|--|---|-------------------|-------|---|-----------------------------|
| Religious properties charged rates and government sectors impaired | Unclear Zoning of properties, No subdivision, Multi-use on properties listed as church sites | Church sites that are operating as churches only have been exempted for rates charges, Multi use properties registered as churches still being billed | There is no clear information on percentages of use by church and other facilities hence the properties are being billed | Rezoning of church sites that are not used as churches, Subdivisions to clarify portions operation as church sites. | Data cleansing for church sites, Rezoning of sites not used as churches, Facilitation of subdivisions where applicable. | Data cleansing for church sites, Facilitation of Subdivisions | Policy review to highlight that churches not used for church only will be billed. | Implement results of rezoning and data cleansing | Billing accordingly | | BTO&INF&PL ANNING | R0.00 | Clear data for church properties on the billing system. | Assistant Manager : Revenue |
| Land transferred to individuals recognized as assets in the asset register | Lack of communication between SCM and Revenue Sections, Windeed downloads not done on a monthly basis | Verification of Asset information on windeed on a monthly basis | Windeed data is only downloaded for revenue related issues only while it affects the asset register as well | Quarterly review of Windeed data to ensure that assets on the asset register belong to the Municipality | Verification of asset information on quarterly | Acquiring detailed ownership records from planning | Facilitation of property transfers by Middle attorneys | Verification of information on Windeed | Clearing asset register with information on transferred properties | Facilitation of transfers from remaining properties | BTO&INF&PL ANNING | R0.00 | Windeed Reports, Asset Register | Assistant Manager SCM |

| | | | | | | | | | | | | | | |
|--|---|--|--|---|--|--|--|------------------------|--------------------------------------|---|-------------------|------------|--|-------------------------------|
| Municipal land identified in the valuation roll not included in the asset register | Unclear ownership details for Municipal owned land, Land sold by Municipality not transferred to owners | There is a possibility that some of the Municipal properties are omitted on the asset due to uncertainty regarding ownership status, the deeds office is the only source of information and it still reflects Municipality as the owner. | Dependency on owners of land to claim properties, Unclear information on the exact properties owned by the Municipality. | Data cleansing for Municipal Properties and sold properties | Physical verification of all properties in the name of the Municipality, Property transfer and debt write off on own property. | Physical Verification of Properties, property Transfers by Attorneys | Debt write off recommendations to council for Own debt and reversal of Impairment. Interim AFS Preparation | Internal Audit reviews | Implementation of IA recommendations | Finalization of transfers and performing Windeed searches to clear transferred properties | BTO&INF&PL ANNING | R200000.00 | Physical verification Reports, Billing Data, Windeed reports | Assistant Mgr revenue and SCM |
| Debtors in the name of the | Land transfers that were not | The Municipality is currentl | Dependency on owners of land | Data cleansing for Municipal | Physical verification of all properties | Physical Verification of | Debt write off recommendations | Internal Audit reviews | Implementation of IA recommendations | Finalization of transfers and performing | BTO&INF&PL ANNING | R0.00 | Physical verification Reports, | Assistant Mgr revenue and |

| | | | | | | | | | | | | | | |
|---|--|---|---|--|--|---|---|---------------------------------------|---------------------------------------|--|-----|-------|---|-------------------------|
| municipality on the age analysis | finalized in the past, | y billing properties in the mane of the Municipality, there is a possibility that some of the properties do belong to the Municipality. | to claim properties, Unclear information on the exact properties owned by the Municipality. | al Properties and sold properties | s in the name of the Municipality, Property transfer and debt write off on own property. | Properties, property Transfers by Attorneys | to council for Own debt and reversal of Impairment. Interim AFS Preparation | | | Windeed searches to clear transferred properties | | | Billing Data, Windeed reports | SCM |
| Commitments understated as they have been disclosed exclusive of VAT in the AFS | Lack of monitoring and updating of contracts register at year end. | Commitments register was not updated and commitments disclosed VAT exclusive | Training and Supervision | Monthly monitoring of Contracts register. Contracts register to be divided into operational and Capital commitments. | Amendment of Contracts Register template, Monthly update and monitoring of contracts register. | Contracts register template review, Updating of records | Commitments inclusion Mid-term AFS | Internal Audit Review, Monthly Update | Monthly update and review | Monthly Update and review | BTO | R0.00 | Updated Contracts Register balancing to GL and TB | Assistant Manager SCM |
| Outstanding payments at year | Procurement processes done after | Non-adherence to the year- | No restrictions on the system | Application of strict controls on the | Development and strict implementation of | New demand Management | Development of Year end plan and communication | Monthly update of demand | Finalization of Procurement processes | Payment of services Providers | BTO | R0.00 | Updated demand Management Plans, | Assistant Manager : SCM |

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|---|--|---|---|--|---|--|-------------------------|--|--|--|-----|-------|-------------------------------------|----------|
| end incorrectly presented in the AFS as a bank overdraft | 30 th April and Payments done on the 30 th of June | end plan by BTO, Lack of planning by user departments | to allow strict implementation of year end plan, leniency towards other departments | system to avoid late procurement. | year end plan | Plans after budget review | ation thereof | management plan | | | | | Year-end plan with clear timeframes | |
| Provision of long service awards has been disclosed in two separate notes in the financial statements | Lack of monitoring of AFS, different views on disclosure of notes. | Note for long service awards has been split into current and non-current provisions | Difference of opinion | Review and Monitoring of AFS for GRAP compliance | Compilation of Mid-term AFS notice on the long service award note. Internal Audit reviews | Getting new GRAP checklist from Internal Auditors | Mid-Term FS preparation | Mid-term FS Audit by Internal Auditors | Implementation of Internal Audit Recommendations | Implementation of Internal Audit Recommendations | BTO | R0.00 | Mid-term FS | CFO/DCFO |
| Prior year revenue estimates disclosed in the current year | Lack of Monitoring of AFS | Valuation roll figures were not updated | None | Review and Monitoring of AFS for GRAP compliance | Ensuring that supplementary valuation roll figure are included in the AFS | Tracking changes on all properties for proper disclosure | Mid-Term FS preparation | Mid-term FS Audit by Internal Auditors | Implementation of Internal Audit Recommendations | Implementation of Internal Audit Recommendations | BTO | R0.00 | Mid-term FS | CFO/DCFO |

EXCEPTION AVOIDANCE PLAN

| Audit Finding | ROOT CAUSE | CURRENT STATUSES | CHALLENGES | REMEDIAL ACTION | PLANNED ACTIVITY FOR NEXT 6 MONTHS | JAN | FEB | MARCH | APR | MAY | AFFECTED DPTS | BUDGET NEEDED FOR REMEDIAL ACTION | MEANS OF VERIFICATION | RESPONSIBLE PERSON/OFFICIAL |
|--|--|---|--|--|--|--|--|------------------------|---|---|---------------|-----------------------------------|--|-----------------------------|
| Revenue - revenue raised on cash basis instead of accrual basis | Revenue for hawker stalls not straight-lined | Contracts with hawkers have been signed and are implementable | Inadequate understanding on enforceability of contracts by hawkers | Hawkers education, Straight lining of hawker stall rentals | Training of Hawkercs, Ensuring that all contracts are valid and signed by hawkers and municipality | Audit of Existing contracts and rectification of information where necessary | Mid term FS with straight-lined hawker stall revenue | Internal Audit reviews | Implementation of Internal Audit recommendations | Implementation of Internal Audit recommendations | BTO & LED | R0.00 | Training Manuals for hawkers, Signed agreements, Straight Lining | Assistant Manager : Revenue |
| Revenue - Revenue misallocated between hawker stalls, trading licences and street lighting | Lack of Monitoring of Monthly reports | Monthly reconciliations are done but views are not adequately done for immaterial revenue items | None | Review of all monthly reconciliations | Review of all recons for the past six months and continuous review going forward. | Validating all recons for July to December | Mid-Term FS Compilation | Internal Audit Reviews | Implementation of recommendations and monthly updates | Implementation of recommendations and monthly updates | BTO | R0.00 | Approved Reconciliations | Assistant Manager Revenue |

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|--|---|--|---|--|--|---------------------------------|--|---|-----------------------------------|-------------------------------|-----------------------------|-------|--|--|
| SCM: Bids and bid results not advertised in the municipality's website (EX.62) | Lack of review of statutory requirements for website advertisements | SCM results could not be found on the website | Communication Gap between BTO and SP and Communication department | Development of checklist for statutory website uploads | MANCO Reports for uploads | MANCO Report and GAP analysis | MANCO Report and GAP analysis | MANCO Report and GAP analysis | MANCO Report and GAP analysis | MANCO Report and GAP analysis | BTO & SP and Communications | R0.00 | Compliance Checklist, Manco reports | Assistant Manager : Budget and Reporting |
| SCM: Awards to persons in the service of the state (Ex.61) | Inadequate systems of identifying persons in the service of the state. No access to CAATS information | Municipality incurred irregular expenditure due to inadequate information. | Inadequate information. | Getting a service provider to run our supplier information on CAATS twice a year | Identifying a closing date for Database applications. Running CAATS information for the July to December to identify loopholes | Appointment of service provider | Inclusion of CAATS result on Mid-term FS | Internal audit reviews | Implementation of recommendations | CAATS update | BTO | R?? | CAATS information, Irregular expenditure reduction by a significant amount | Assistant Manager : SCM |
| Intangible Assets: Assets cannot be traced back to the | Nature of intangible assets.. not easy to barcode | Intangible asset have no bar codes or serial numbers on the AR | No clear identity for intangible assets | Identifying all disks for intangible assets and giving them a unique | Physical verification of intangible assets and coding them according | Asset Verification and coding | AR update | Submission of AR to internal Auditor for review | Implementation of IA reviews | AR update | BTO & Corporate services | R0.00 | AR with bar-coded for intangible assets | Assistant Mgr: SCM |

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| register | | | | code . | gly | | | | | | | | | |
| Payables: Wage curve liability not disclosed in the annual financial statements | Unclear information on the implementability of the wage curve agreement | Wage curve agreement is not yet implementable | Court decision not available as to which side has won the case | Getting information from SALGA | Implementing SALGA recommendation on the issue when the information is available. | SALGA Follow-up | SALGA Follow-up | SALGA Follow-up | SALGA Follow-up | SALGA Follow-up | BTO and Corporate services | R0.00 | SALGA correspondence | DCFO |
| Inventory control deficiencies | Inadequate information on inventory management system | Inventory management controls are not fully implemented | No segregation of duties, Controls not adequate | Training of staff, Development of clear controls, | Monthly monitoring and reconciliation | Training of staff, Inventory recons | Inventory recons | Internal audit reviews | Implementation of Internal Audit recommendations | Monthly reconciliations | BTO | R0.00 | Inventory recon, Balancing to GL | Assistant Mgr: SCM |
| Budget: Budgetary basis and classification basis were not explained as required by Par 38 GRAP | Lack of Monitoring of Budget disclosures on AFS | GRAP 24 Par 28 was not complied with | None | GRAP Checklist Implementation | Mid-term FS, budget information compliance | Mid Term AFS Preparation in compliance with GRAP | Submission to Internal Auditors | Internal Audit review | Implementation of IA recommendations | Monitoring and review | BTO | R0.00 | Mid-Term AFS (GRAP Compliance) | Assistant Mgr: Budget and Reporting |

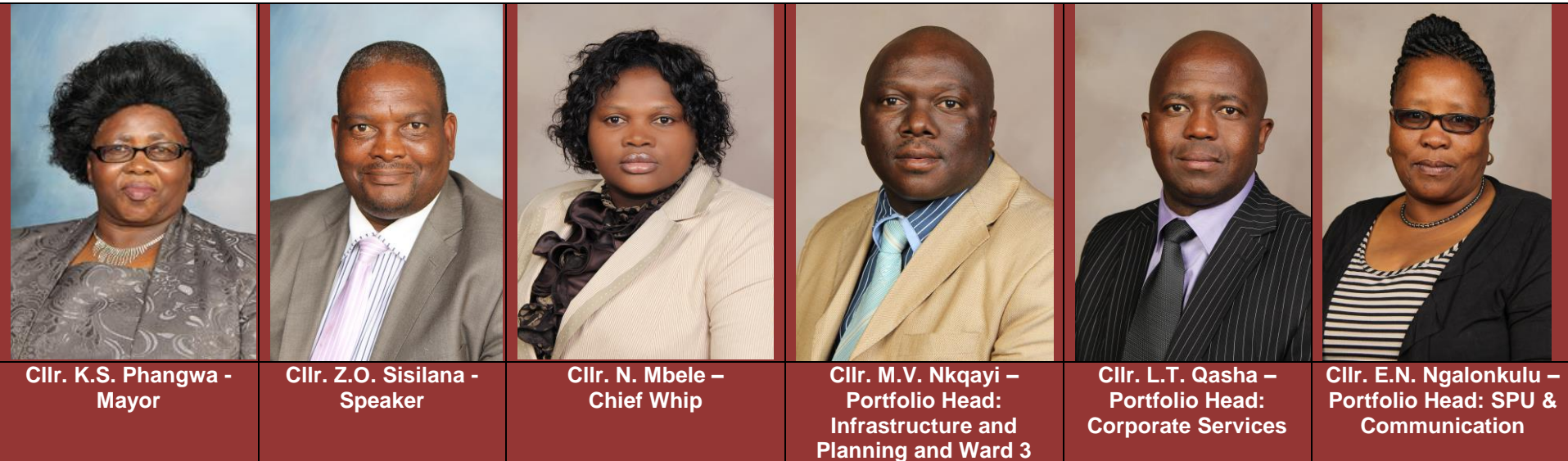
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| 24 | | | | | | | | | | | | | | |
| Expenditure: Capital expenditure included in repairs and maintenance | Inadequate controls at procurement states | There were misallocations on Capital items procured on operational votes | Budgeting for Capital procurement on operational votes | Thorough vote checks at all procurement stages | Review of all files for possible misallocations | Review and clearing of misallocations | Review and clearing of misallocations | Review and clearing of misallocations | Review and clearing of misallocations | Review and clearing of misallocations | BTO | R0.00 | Review of Journals for misallocations | DCFO |
| Expenditure: Payments not made within 30 days | No explanations on invoices paid after 30 days | Municipality pays weekly but in rare circumstances where invoices do not meet the requirement late payments occur | Inadequate information | Ensuring that there is evidence for payments made after 30 days from the day of receipt | Review of expenditure vouchers to ensure that there is adequate information. | Attaching evidence for payments made | Monthly review of payment vouchers | Monthly review of payment vouchers | Monthly review of payment vouchers | Monthly review of payment vouchers | BTO | R0.00 | Review of Payment Vouchers | DCFO |

5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

5.1 Overview of the Executive and Council functions and achievements

Umzimvubu Municipality functions under the Collective Executive System consisting of nine Executive Committee members with 57 seven Councillors and 11 Traditional leaders. The Council has six portfolio committees each headed by the member of the Executive Committee. These committees were mandated by Council to oversee the functioning of the portfolios through ensuring that regular meetings are held as scheduled and relevant issues that affect service delivery were discussed.

Faces of Councillors, Traditional Leaders and Managers



| | | | | | |
|---|--|--|---|--|--|
|  |  |  |  |  |  |
| Cllr. V.A. Bulana – Portfolio Head: Community Services | Cllr. N. Mpumlwana – Portfolio Head: LED | Cllr. Z. Ndevu – Portfolio Head: Finance | Cllr. P.K. Thingathinga – EXCO Member | Cllr. N. Nkula – EXCO Member | Cllr. F.J.Hem – Ward 1 |
|  |  |  |  |  |  |
| Cllr. A.L. Mwezula – Ward 2 | Cllr. M. Mpepanduku – Ward 4 | Cllr. M. Mpakumpaku – Ward 5 | Cllr. G.X. Jona – Ward 6 | Cllr. N.M. Mlenzana – Ward 7 | Cllr. M. Jojo – Ward 8 |

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|---|--|--|---|--|--|
|  |  |  |  |  |  |
| Cllr. Z.J. Mendu – Ward 9 | Cllr. V. Nyangane- Ward 10 | Cllr. N. Gogela – Ward 11 | Cllr. Z.B. Mtebele – Ward 12 | Cllr. C.T. Ndawo – Ward 13 | Cllr. B.M.A. Zililo – Ward 14 |
|  |  |  |  |  |  |
| Cllr. N. Sonyabashe – Ward 15 | Cllr. S.A.M. Cekeshe – Ward 16 | Cllr. S. Mankanku – Ward 17 | Cllr. N. Xezu – Ward 18 | Cllr. N. Jijana – Ward 19 | Cllr. V. Ngabaza – Ward 20 |

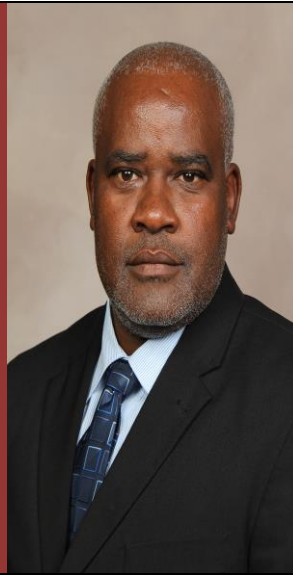


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|  |  |  |  |  |  |
| Cllr. U.G. Makhanda PR | Cllr. F.Ntwakumba PR | Cllr.N.E. Pakkies PR | Cllr. N. Boyce PR | Cllr.T. Mabindisa PR | Cllr. B. Mgweba PR |
|  |  |  |  |  |  |
| Cllr. N. Mpanda – MPAC Chairperson | Cllr. S. Myingwa PR | Cllr.N.P. Mlandu PR | Chief B. Jojo | Chief G.T. Nota | Chief M. Sogoni |

| | | | | | |
|---|--|--|---|--|--|
|  |  |  |  |  |  |
| Chief N. Fikeni | Chief N. Jojo | Chief N. Makaula | Chief N. Ncapai | Chief Sodlaldla | Chief T. Makaula |
|  |  |  |  |  |  |
| Chief V. Sontsi | Cllr M.M. Gwanya PR | Cllr N.N. Gcadinja PR | G.P.T. Nota Municipal Manager | Mrs. X. Venn Chief Financial Officer | Mrs N. Kubone Corporate Services Manager |



Mr. S Ntonga
Infrastructure &
Planning Manager



Mr. S. Kulu
SPU &
Communications
Manager



Mr. M.N Sineke
Citizen & Community
Services Manager



Ms S. Batyi
Local Economic
Development Manager

5.2 Public Participation and consultation

The Umzimvubu local Municipality has developed and adopted a communication strategy which have been guided and informed by government policy for the achievement of maximum public participation and improved internal communications. The communication strategy has been developed in response to section 6 (3) B of the Constitution of the Republic of South Africa which stipulates that the municipality must take into account the language usage and the preference of their communities in communication. The Municipality uses the following channels of communications: Schools, Ward committees, Media, Community Meetings, Events, Posters, NGO's, CBO's, Newsletter, FBO's, Traditional Authorities, Exhibition and Information Days, Councillors, Imbizo Outreach, Government Officials, Fora, Word of Mouth, Local Community Radio Station and Information Resource Centre

5.3 Ward committees establishment and functionality

Ward committees were established in line with provincial guidelines. They were inducted and trained as per the provisions of the legislation and funding support has been received from the Department of Local Government. Presently there are 270 Ward Committees in 27 Wards. Meetings are held monthly where in attendance registers are signed. The Ward Committees are very effective and efficient, and represent sectors, copies of minutes are available.

5.4 Community Development Workers performance monitoring

The Community Development Workers were appointed by the Department of Local Government and only report to the municipality through coordinated meetings. The main challenge is that the number of CDWs is not equated to the number of wards hence we have 21 CDWs in 27 Wards. Reports are available from the Co-ordinator to be presented to the management of Umzimvubu Municipality. Community Development Workers participate in Municipal activities e.g Budget IDP outreach. We have visited a number of old age homes and child headed families and vulnerable households, 3780 cases have been identified and reported by the CDWs to the various departments. Door to door was conducted of which a total 1234 homes were visited.

5.5 Communication Strategy

The municipality adopted the Communication Strategy in October 2009 aimed enabling both Council and Management to communicate in an efficient, co-ordinated, integrated and coherent fashion thus building capacity, both human and capital, within the Municipality with a view of ensuring that the municipality's central messages will be well articulated at all spheres of government. Road shows, Izimbizos, radio talk shows and general advertisement on papers is done in line with the plan. Ward committees are utilised as major links between communities and Council.

5.6 Anti-Corruption Strategy

The municipality adopted an Anti-Corruption Strategy and is in place. The municipality has also established a Fraud Toll free line which displayed within municipal premises.

5.7 Intergovernmental Relations

The municipality did not develop any new IGR framework during the year under review. The Umzimvubu Local Municipality is in the process of developing a new IGR framework in the year under review. The Umzimvubu Local Municipality however maintained its form of the existing IGR structures especially at District Level which includes District Mayors Forum, Municipal Managers forum, District Communicators Forum, District aids council. The municipality has been having challenges in participation of sector department in its meeting. The municipality took an approach of engaging sector department in form of IGR through IDP structural meeting (e.g. IDP Steering Committee). The municipality has managed to have two collaborative meetings and participated in all IGR meeting and forums under Alfred Nzo District Municipality. However it should be noted though that there are departments which are committed to the process while others are not participating in the IGR structures. This then leads to disintegrated service delivery or undermines integrated development. IGR structures also do

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form part of processes that review spatial frameworks. Service level agreements are being entered into where services are to be provided collaboratively by different departments

5.8 Below is the table illustrating attendance of these committees by Councilors

Ordinary and Special Council Meetings:

| No. | Members of Council | Ordinary Council Meeting | | | Special Council Meeting | | |
|-----|----------------------|---------------------------------------|-----------------------------|---------------------------|---------------------------------------|-----------------------------|---------------------------|
| | | Number of ordinary meetings scheduled | Number of meetings attended | Number of meetings absent | Number of ordinary meetings scheduled | Number of meetings attended | Number of meetings absent |
| 1. | Cllr ZO Sisilana | 6 | 5 | 1 | 5 | 2 | 3 |
| 2. | Cllr KS Phangwa | 6 | 4 | 2 | 5 | 4 | 1 |
| 3. | Cllr N Mbele | 6 | 4 | 2 | 5 | 3 | 2 |
| 4. | Cllr Z Ndevu | 6 | 4 | 2 | 5 | 2 | 3 |
| 5. | Cllr LT Qasha | 6 | 5 | 1 | 5 | 3 | 2 |
| 6. | Cllr EN Ngalonkulu | 6 | 5 | 1 | 5 | 3 | 2 |
| 7. | Cllr AV Bulana | 6 | 4 | 2 | 5 | 1 | 4 |
| 8. | Cllr N Mpumlwana | 6 | 6 | 0 | 5 | 2 | 3 |
| 9. | Cllr MV Nkqayi | 6 | 4 | 2 | 5 | 3 | 2 |
| 10. | Cllr N Nkula | 6 | 6 | 0 | 5 | 3 | 2 |
| 11. | Cllr PK Thingathinga | 6 | 5 | 1 | 5 | 5 | 0 |
| 12. | Cllr N Boyce | 6 | 3 | 3 | 5 | 4 | 1 |
| 13. | Cllr S Cekeshe | 6 | 6 | 0 | 5 | 3 | 2 |
| 14. | Cllr N Fikeni | 6 | 2 | 4 | 5 | 3 | 2 |
| 15. | Cllr NN Gcadinja | 6 | 6 | 0 | 5 | 4 | 1 |
| 16. | Cllr N Gogela | 6 | 4 | 2 | 5 | 2 | 3 |
| 17. | Cllr ON Godlo | 6 | 6 | 0 | 5 | 4 | 1 |
| 18. | Cllr N Gwanya | 6 | 6 | 0 | 5 | 4 | 1 |
| 19. | Cllr ZA Gwebani | 6 | 4 | 2 | 5 | 5 | 0 |
| 20. | Cllr J Hem | 6 | 6 | 0 | 5 | 4 | 1 |
| 21. | Cllr N Jijana | 6 | 5 | 1 | 5 | 4 | 1 |
| 22. | Cllr B Jojo | 6 | 5 | 1 | 5 | 5 | 0 |

| | | | | | | | |
|-----|--------------------|---|---|---|---|---|---|
| 23. | Cllr M Jojo | 6 | 4 | 2 | 5 | 4 | 1 |
| 24. | Cllr EN Jojo | 6 | 4 | 2 | 5 | 2 | 3 |
| 25. | Cllr X Jona | 6 | 6 | 0 | 5 | 2 | 3 |
| 26. | Cllr MH Kwekwile | 6 | 4 | 2 | 5 | 4 | 1 |
| 27. | Cllr T Mabindisa | 6 | 6 | 0 | 5 | 5 | 0 |
| 28. | Cllr UG Makanda | 6 | 6 | 0 | 5 | 4 | 1 |
| 29. | Cllr T Makaula | 6 | 1 | 5 | 5 | 2 | 3 |
| 30. | Cllr F Makaula | 6 | 1 | 5 | 5 | 2 | 3 |
| 31. | Cllr AT Mambi | 6 | 5 | 1 | 5 | 3 | 2 |
| 32. | Cllr M Mankanku | 6 | 5 | 1 | 5 | 1 | 4 |
| 33. | Cllr AN Mantshongo | 6 | 5 | 1 | 5 | 5 | 0 |
| 34. | Cllr P Mdutyana | 6 | 1 | 5 | 5 | 0 | 5 |
| 35. | Cllr ZJ Mendu | 6 | 6 | 0 | 5 | 5 | 0 |
| 36. | Cllr NP Mlandu | 6 | 6 | 0 | 5 | 3 | 2 |
| 37. | Cllr NM Mlenzana | 6 | 6 | 0 | 5 | 4 | 1 |
| 38. | Cllr B Mngweba | 6 | 5 | 1 | 5 | 3 | 2 |
| 39. | Cllr SK Mnukwa | 6 | 4 | 2 | 5 | 3 | 2 |
| 40. | Cllr M Mpakumpaku | 6 | 6 | 0 | 5 | 4 | 1 |
| 41. | Cllr N Mpanda | 6 | 6 | 0 | 5 | 4 | 1 |
| 42. | Cllr MM Mpepanduku | 6 | 6 | 0 | 5 | 5 | 0 |
| 43. | Cllr ZB Mtebele | 6 | 6 | 0 | 5 | 4 | 1 |
| 44. | Cllr AL Mwezula | 6 | 4 | 2 | 5 | 3 | 2 |
| 45. | Cllr SP Myingwa | 6 | 6 | 0 | 5 | 5 | 0 |
| 46. | Cllr N Ncapai | 6 | 1 | 5 | 5 | 1 | 4 |
| 47. | Cllr PN Ndabeni | 6 | 4 | 2 | 5 | 4 | 1 |
| 48. | Cllr CT Ndawo | 6 | 2 | 4 | 5 | 4 | 1 |
| 49. | Cllr V Ngabaza | 6 | 2 | 4 | 5 | 3 | 2 |

| | | | | | | | |
|-----|-----------------------|---|---|---|---|---|---|
| 50. | Cllr CM Ngalonkulu | 6 | 3 | 3 | 5 | 4 | 1 |
| 51. | Cllr F Ngonyolo | 6 | 5 | 1 | 5 | 4 | 1 |
| 52. | Cllr BT Ngqasa | 6 | 6 | 0 | 5 | 4 | 1 |
| 53. | Cllr S Nogcantsi | 6 | 3 | 3 | 5 | 3 | 2 |
| 54. | Cllr GT Nota/ Stephen | 6 | 1 | 5 | 5 | 3 | 2 |
| 55. | Cllr F Ntwakumba | 6 | 4 | 2 | 5 | 2 | 3 |
| 56. | Cllr V Nyangane | 6 | 4 | 2 | 5 | 3 | 2 |
| 57. | Cllr EN Pakkies | 6 | 5 | 1 | 5 | 3 | 2 |
| 58. | Cllr B Ripa | 6 | 4 | 2 | 5 | 2 | 3 |
| 59. | Cllr AN Sobahle | 6 | 4 | 4 | 5 | 4 | 1 |
| 60. | Cllr M Sodladla | 6 | 2 | 4 | 5 | 2 | 3 |
| 61. | Cllr N Sonyabashi | 6 | 4 | 2 | 5 | 3 | 2 |
| 62. | Cllr FM Sogoni | 6 | 1 | 5 | 5 | 1 | 4 |
| 63. | Cllr V Sontsi | 6 | 3 | 3 | 5 | 4 | 1 |
| 64. | Cllr LN Xezu | 6 | 4 | 2 | 5 | 4 | 1 |
| 65. | Cllr BM Zililo | 6 | 4 | 2 | 5 | 4 | 1 |

Executive Committee

| Members of committee | Number of meetings scheduled | Number of meetings held | Number of meetings attended | Number of meetings absent |
|----------------------|------------------------------|-------------------------|-----------------------------|---------------------------|
| Cllr KS Phangwa | 11 | 11 | 10 | 1 |
| Cllr LT Qasha | 11 | 11 | 11 | 0 |
| Cllr Z Ndevu | 11 | 11 | 9 | 2 |
| Cllr MV Nkqayi | 11 | 11 | 10 | 1 |
| Cllr N Mpumlwana | 11 | 11 | 6 | 5 |
| Cllr AV Bulana | 11 | 11 | 8 | 3 |
| Cllr EN Ngalonkulu | 11 | 11 | 9 | 2 |
| Cllr PK Thingathinga | 11 | 11 | 10 | 1 |
| Cllr N Nkula | 11 | 11 | 11 | 0 |

Municipal Public Accounts Committee/ Oversight Committee

| Members of committee | Number of meetings scheduled | Number of meetings held | Number of meetings attended | Number of meetings absent |
|----------------------|------------------------------|-------------------------|-----------------------------|---------------------------|
| Cllr N Mpanda | 11 | 14 | 14 | 0 |
| Cllr NN Gcadinja | 11 | 14 | 11 | 3 |
| Cllr NO Godlo | 11 | 14 | 13 | 1 |
| Cllr UG Makanda | 11 | 14 | 11 | 3 |
| Cllr NM Mlenzana | 11 | 14 | 12 | 2 |
| Cllr ZB Mtebele | 11 | 14 | 10 | 4 |
| Cllr S Myingwa | 11 | 14 | 12 | 2 |
| Cllr NP Ndabeni | 11 | 14 | 11 | 3 |
| Cllr BT Ngqasa | 11 | 14 | 8 | 6 |
| Cllr SK Mnukwa | 11 | 14 | 9 | 5 |
| Cllr B Ripa | 11 | 14 | 7 | 7 |

Infrastructure and Planning Portfolio Committee

| Members of committee | Number of meetings scheduled | Number of meetings held | Number of meetings attended | Number of meetings absent |
|----------------------|------------------------------|-------------------------|-----------------------------|---------------------------|
| Cllr MV Nkqayi | 11 | 9 | 9 | 0 |
| Cllr N Mbele | 11 | 9 | 5 | 4 |
| Cllr N Nkula | 11 | 9 | 8 | 1 |
| Cllr N Godlo | 11 | 9 | 8 | 1 |
| Cllr MM Gwanya | 11 | 9 | 7 | 2 |
| Cllr UG Makanda | 11 | 9 | 5 | 4 |
| Cllr CT Ndawo | 11 | 9 | 5 | 4 |
| Cllr F Ntwakumba | 11 | 9 | 5 | 4 |
| Chief Sontsi | 11 | 9 | 6 | 3 |
| Chief Fikeni | 11 | 9 | 2 | 7 |

Budget & Treasury Committee

| Members of committee | Number of meetings scheduled | Number of meetings held | Number of meetings attended | Number of meetings absent |
|----------------------|------------------------------|-------------------------|-----------------------------|---------------------------|
| Cllr Z Ndevu | 11 | 10 | 10 | 0 |
| Cllr PK Thingathinga | 11 | 10 | 10 | 0 |
| Cllr S Cekeshe | 11 | 10 | 8 | 2 |
| Cllr M Jojo | 11 | 10 | 10 | 0 |
| Cllr J Mendu | 11 | 10 | 10 | 0 |
| Cllr MM Mpepanduku | 11 | 10 | 9 | 1 |
| Cllr S Myingwa | 11 | 10 | 9 | 1 |
| Cllr N Sobahle | 11 | 10 | 9 | 1 |
| Cllr M Zililo | 11 | 10 | 10 | 0 |
| Chief G.T. Nota | 11 | 10 | 2 | 8 |

Special Programmes & Communications Committee

| Members of committee | Number of meetings scheduled | Number of meetings held | Number of meetings attended | Number of meetings absent |
|----------------------|------------------------------|-------------------------|-----------------------------|---------------------------|
| Cllr EN Ngalonkulu | 11 | 10 | 8 | 2 |
| Cllr N Gogela | 11 | 10 | 9 | 1 |
| Cllr Z Mtebele | 11 | 10 | 10 | 0 |
| Cllr L Mwezula | 11 | 10 | 10 | 0 |
| Cllr T Mabindisa | 11 | 10 | 10 | 0 |
| Cllr MC Ngalonkulu | 11 | 10 | 9 | 1 |
| Cllr M Pakkies | 11 | 10 | 9 | 1 |
| Chief N. Ncapai | 11 | 10 | 3 | 7 |
| Chief N. Jojo | 11 | 10 | 4 | 6 |
| Chief M. Sodladla | 11 | 10 | 6 | 4 |

Citizens & Community Services Portfolio Committee

| Members of committee | Number of meetings scheduled | Number of meetings held | Number of meetings attended | Number of meetings absent |
|----------------------|------------------------------|-------------------------|-----------------------------|---------------------------|
| Cllr AV Bulana | 11 | 10 | 10 | 0 |
| Cllr N Boyce | 11 | 10 | 7 | 3 |
| Cllr J Hem | 11 | 10 | 7 | 3 |

| | | | | |
|---------------------|----|----|----|---|
| Cllr S Mankanku | 11 | 10 | 9 | 1 |
| Cllr N Mlenzana | 11 | 10 | 10 | 0 |
| Cllr B Ngweba | 11 | 10 | 10 | 0 |
| Cllr F Ngonyolo | 11 | 10 | 7 | 3 |
| Cllr N Xezu | 11 | 10 | 9 | 1 |
| Chief P.K. Mdutyana | 11 | 10 | 2 | 8 |
| Chief T. Makaula | 11 | 10 | 1 | 9 |

Corporate Services Portfolio Committee

| Members of committee | Number of meetings scheduled | Number of meetings held | Number of meetings attended | Number of meetings absent |
|----------------------|------------------------------|-------------------------|-----------------------------|---------------------------|
| Cllr LT Qasha | 11 | 10 | 09 | 1 |
| Cllr NN Gcadinja | 11 | 10 | 10 | 0 |
| Cllr NH Kwekwile | 11 | 10 | 8 | 2 |
| Cllr A Mambi | 11 | 10 | 8 | 2 |
| Cllr N Mlandu | 11 | 10 | 9 | 1 |
| Cllr SK Mnukwa | 11 | 10 | 7 | 3 |
| Cllr S Nogcantsi | 11 | 10 | 5 | 5 |
| Cllr V Nyangane | 11 | 10 | 10 | 0 |
| Cllr N Sonyabashi | 11 | 10 | 6 | 4 |
| Chief M. Sogoni | 11 | 10 | 2 | 8 |

LED Committee

| Members of committee | Number of meetings scheduled | Number of meetings held | Number of meetings attended | Number of meetings absent |
|----------------------|------------------------------|-------------------------|-----------------------------|---------------------------|
| Cllr N Mpumlwana | 11 | 10 | 10 | 0 |
| Cllr ZA Gwebani | 11 | 10 | 7 | 3 |
| Cllr N Jijana | 11 | 10 | 8 | 2 |
| Cllr N Matshongo | 11 | 10 | 6 | 4 |
| Cllr N Mpakumpaku | 11 | 10 | 8 | 2 |
| Cllr N Ndabeni | 11 | 10 | 7 | 3 |
| Cllr V Ngabaza | 11 | 10 | 6 | 4 |
| Cllr B Ngqasa | 11 | 10 | 7 | 4 |
| Cllr B Ripa | 11 | 10 | 4 | 6 |
| Chief B. Jojo | 11 | 10 | 8 | 2 |

Local Labour Forum

| Member of committee | Number of meetings scheduled | Number of meetings held | Number of meetings attended | Number of meetings absent |
|---------------------|------------------------------|-------------------------|-----------------------------|---------------------------|
| Cllr LT Qasha | 11 | 2 | 2 | 0 |
| Cllr NN Gcadinja | 11 | 2 | 2 | 0 |
| Cllr S Nogcantsi | 11 | 2 | 2 | 0 |

Audit Committee

- Umzimvubu Local Municipality appointed its Audit Committee in terms of Section 166 of the MFMA during 2009/10 financial year. Its members commenced with their duties from 18 February 2010 as per the Audit Committee members appointment letters.
- On 28 May 2010, the Audit Committee members were officially and formally introduced to the full seating of Council.

SUITABILITY AND QUALIFICATIONS

- The provisions of section 166 of the Municipal Finance Management Act direct that the Audit Committee shall be made up of suitably qualified individuals who are independent of the Municipality. This section further requires that at least three members of the Committee should have significant, recent and relevant financial experience. The following individuals were appointed as members of the Audit Committee:
- **Mr. V Mtshali:** Chairperson - a qualified Chartered Accountant (SA) and the Managing Director of Bonakude Consulting.
- **Mr S Madikizela:** Member, a qualified Chartered Accountant (SA) who is a founding Director of Ilitha Lelizwe Consulting.
- **Mr S Majola:** Member, a qualified and Certified Internal Auditor who was at the time of appointment in the employ of Eskom.

5.9 Legal Matters

The legal unit is currently managed in the office of Labour Relations Section. Cases that were dealt with during the period 2012/2013 are presented as follows:

| Citation | Name Of the Firm | Type of the Matter | Brief description of the Matter | Cases of 2 years or below | Beyond 2 years | Status of the case(Resolved/Pending) |
|---|-----------------------|--------------------|--|---------------------------|----------------|--|
| Makeng and Other vs Umzimvubu Local Municipality | Makaula & Zilwa | Civil Matter | <p>The applicants in this matter are claiming Salaries which they allege were not in consistent with their appointment letters which the Municipality vehemently denies in that they were paid correct salaries. The matter is being defended by Makaula Attorneys and only the heads of arguments are outstanding.</p> <p>Municipal attorneys have been instructed to give legal opinion on further conduct of the matter as it appears that applicants as <i>dominis litis</i> are not pursuing the matter any further.</p> | | Yes - 2006 | This case has been revived by the Attorneys of M BAHLE AND PARTNERS in Mthatha and we have already filed our opposing Affidavit and heads of Arguments and we are now waiting for the trial date. (pending at court) |
| 1.Mankayiya v Umzimvubu Local Municipality | Mdledle Incorporation | 1.Civil Claim | <p>Plaintiff is claiming almost half a million rands. The applicant alleges that she was injured as a result of negligence by Municipality on the basis that the gate that fell and injured her, was not properly mounted.</p> <p>There are excellent prospects of success as the injury was not caused by negligence of the Municipality and the applicant has failed to lodge the claim within the prescribed time limits (Six Month) in that an organ of the state is required in law to be sued within 6 month from the date of the alleged offence. A special plea has thus been raised.</p> <p>2. The applicant is claiming damages as a</p> | | Yes - 2006 | Pending at Court waiting for reply from the Special plea which was raised. |

| | | | | | | |
|--|----------------------|-----------------|---|------------|--|-------------|
| 2.Tumbu vs Umzimvubu Local Municipality | | 2. Civil Claim | <p>result of demolition of his illegal tavern which was constructed in a land which was unlawfully invaded and not zoned for tavern. Moreover the land upon which the tavern was constructed is under land claims.</p> <p>A special plea has also been raised and there are prospects of success. Even if the Municipality were to lose the case the applicant can only be awarded compensation of bricks and construction material</p> | Yes-2007 | | |
| 3. Ndlobeni vs Umzimvubu Local Municipality | | | <p>The applicant in this matter has failed to prosecute his claim against Municipality according court rules and therefore the matter stands to be dismissed. An application to dismiss the matter has been lodged in the Labour Court.</p> <p>Waiting for the Registrar of Labour Court to enroll the matter.</p> | Yes - 2008 | | |
| Sikisi vs Umzimvubu Local Municipality | Matubatuba Attorneys | 1. Civil Matter | Mr. Sikisi is claiming to have been dismissed without affording him opportunity to state his case. The matter is defended as the competence to remove a councillor is vested with MEC and Umzimvubu Municipality has complied with the necessary procedures as he was accordingly removed from office. | Yes 2010 | | Case closed |
| Sikisi vs Umzimvubu Local Municipality | Ntayiya Attorneys | Civil | This is defamation case against the Municipality wherein the Plaintiff is claiming to have been defamed by the former speaker .The Plaintiffs particulars of claim were not sanctioned by the Municipality and the matter has since been dismissed by the court in favour of the Municipality. Closed | Yes-2010 | | Case closed |
| Mbali Developers | Deneys Reitz | Civil (Delict) | This case involves a claim for damages. Our attorneys upon consulting a senior | Yes-2010 | | |

| | | | | | | |
|---|--------------------------------------|--------------------------------------|--|------------|--|--|
| Umzimvubu Local Municipality | | | Counsel advised us that there is no merit in the claim by Plaintiffs and the matter is accordingly defended. The matter will be resolved through arbitration process. | | | |
| Umzimvubu Local Municipality vs Jerry Khoza | Ntayiya and Company | Eviction Order | Khoza was successfully evicted for having evaded Municipal Land Closed. | Yes - 2010 | | |
| Zana-Manzi Construction | Mkile Attorneys | Action for moneys owed to plaintiffs | The plaintiffs are claiming moneys for services rendered by the then Umzimvubu Local Municipality. This was before the 2005 re -delamination of boundaries. Liabilities in terms of section 12 notices are transferred to the subsequent Municipality. Therefore the Municipality is defending the matter. | Yes - 2010 | | In this case we are still waiting for the response from the Attorneys of Defendants as we have raised a special plea on the basis that the Municipality should not be Cited alone because the project was at Matatiela Municipality not at Umzimvubu. (PENDING AT COURT) |
| Umzimvubu Local Municipality vs Zihle | Seethal Attorneys | Eviction order | Eviction of Mr. Zihle who is occupying the Municipal Land is underway. | Yes - 2011 | | In this Case there was a proposal from Mr. Zihle that he want to exchange the site with Municipality and the Council has resolved that the exchange be done and that Mr. Zihle should be the one who will bear costs of Attorneys and Conveyancers for the exchange of both sites. |
| Nyembezi and four others | Ntayiya and Company | Eviction and Demolition order | Defendants have been served with letters of demolition by the sheriff and the attorneys. Defendants are have not yet filled their answering affidavits .Should they fail to file same within time that was given to them by the court the matter will be accordingly dismissed. | Yes - 2011 | | In this case the matter was at Court on the 01 st of August 2013 and it could not proceed because the Respondents have since changed their Attorneys and instructed new Attorneys being M BAHLE AND PARTNERS in Mount Frere, so the case on that day was postponed without a date and the respondents were ordered to pay the wasted costs. (PENDING AT COURT) |
| Jama vs Umzimvubu Local Municipality | Madlanga Incorporation | Civil Claim | Civil claim for unlawful arrest. Exception has been raised as the Municipality was sued after more than a year. | Yes- 2010 | | |
| Umzimvubu vs A Menyo | Ntayiya and Company | Eviction order | This is an eviction order against Mr. Menyo who is illegally occupying Municipal Land. Summons has been served to him. | Yes - 2011 | | In this case we are still waiting for Mr. Menyo to give us the name of the developers which he said he will involve when dealing with this matter. |
| Umzimvubu Local Municipality vs Mathemba Ngqwala | Godongwana Ngonyama Pakade Attorneys | Eviction Order | This is an eviction Order against Mr Ngqwala who is illegally occupying the municipal land. An Application at Court was moved by these Attorneys, and he defended the matter through his Attorneys. | Year- 2013 | | This case was at Court on the 10 th of September 2013 and it was postponed without a date due to the fact that the Judge advised our Counsel that there is the dispute of facts from the Papers before him and he advised further that the Viva Voce evidence be |

| | | | | | | |
|---|---------------------------------|---|--|-----------|--|--|
| | | | | | | led and he needs Chief Madzikane, Mr Manata and the Municipal Manager. (WAITING FOR COURT DATE) |
| FODANT INVESTMENTS CC// LEASE UMZIMVUBU LOCAL MUNICIPALITY | Madlanga and Partners Inc | Lease Agreement of the Land to the developers. | This is lease agreement which needs to be signed by MM, but there are some preliminary issues which need to be done in the lease itself. The Attorneys are dealing with those preliminary issues | Year 2013 | | The Lease agreement is still with Attorneys they are finalizing some issues of legality and legal implications the Municipality may encounter. |
| PHIKO SECURITY CC// UMZIMVUBU LOCAL MUNICIPALITY | Norton Rose Fulbright Attorneys | Action for Monies Owed to Plaintiff | The plaintiff has issued Summons against Municipality alleging that they are owed by the Municipality. The case is defended by Municipality. | Year 2012 | | This case is on the roll for trial on the 14 th of April 2015 at Eastern Cape High Court Mthatha Division. |
| MADODANA MAYEKISO// UMZIMVUBU LOCAL MUNICIPALITY | Khayaletu Nondabula Attorneys | Action for monies owed to plaintiff by Municipality | The plaintiff has issued a letter of demand demanding the amount in the some of R1500 000 for his Goats that were sold on Auction by the Municipality | Year 2012 | | In this case the Attorneys were instructed to defend the Municipality in this matter. (PENDING) |

PART 3: FUNCTIONAL AREA SERVICE DELIVERY REPORTING AND ANNEXURES

1. FUNCTIONAL AREAS SERVICE DELIVERY REPORTING

1.1 General information (population statistics) from IDP 2012/2013

| Umzimvubu Local Municipality GENERAL INFORMATION | | | |
|---|--|----------------------|--|
| Reporting Level | Detail | Total | |
| Overview: | | | |
| | | | |
| Information: | Statistics | | |
| | | | |
| 1 | Geography: | | |
| | Geographical area in square kilometers | 2506 km ² | |
| | | | |
| | | | |
| 2 | Demography: | | |
| | Total population | 191 620 | |
| | | | |
| 3 | Indigent Population | | |
| | | | |
| 4 | Total number of voters | | |
| 5 | Aged breakdown: | | |
| | - 65 years and over | | |
| | - between 40 and 64 years | | |
| | - between 15 and 39 years | | |
| | - 14 years and under | | |
| | Note: Indicate source of information | | |
| 6 | Household income: | | |
| | - over R3,499 per month | | |
| | - between R2,500 and R3,499 per month | | |
| | - between R1,100 and R2,499 per month | | |
| | - under R1,100 per month | | |
| | Note: Indicate source of information | | |
| | | | |

1.2 Executive and Council function's performance

1.2.1 Office of the Municipal Manager



Municipal Manager: Mr. G.P.T. Nota

| Divisions | Objectives |
|---|--|
| Internal Audit Integrated Development Planning | <ul style="list-style-type: none"><li data-bbox="813 1026 1476 1119">▪ Ensure the development, monitoring and evaluation of the implementation of the IDP within the municipality.<li data-bbox="813 1150 1476 1266">▪ Ensure internal audit services are conducted within the municipality, in line with MFMA, and to take corrective action and provide regular feedback to council |

1.3 Finance and Administration function's performance

1.3.1 Budget and Treasury Office



Chief Financial Officer: Ms. X. Msuthu

| Divisions | Objectives |
|---|---|
| Revenue management Expenditure management Budget management Asset and liability management Grants and investment Supply chain management | <ul style="list-style-type: none">▪ To ensure that all the service delivery objectives of the municipality as outlined in the IDP document are properly budgeted for and the budget is cash backed. To also ensure that budget is compliant with the applicable legislation▪ To ensure that all revenue that is due to the Municipality is collected, efficiently managed to ensure long term financial sustainability of the Municipality.▪ To ensure that the municipal procurement is done through an efficient competitive manner that realises value for money. This also deals with asset management which has the primary objective to ensure that all assets of the Municipality are properly utilized, Maintained and monitored so as to ensure that they can bring the economic benefits that are due to the Municipality.▪ To ensure that all municipal creditors are paid on time, within the applicable legal parameters in order to ensure that they remain willing to do business with the Municipality. This also deals with payroll administration to ensure that the workforce of the municipality is rewarded accordingly for work done every month so as to maintain proper productivity levels. |

1.4 Community and social services function's performance

1.4.1 Citizen and Community Services



Manager Citizens and Community Services: Mr. M. Sineke

| Divisions | Objectives |
|--|--|
| Traffic and law enforcement Disaster management Waste management HIV/AIDS Community amenities | <ul style="list-style-type: none">▪ To provide learners and driver's license service▪ Erection and maintenance of road traffic signs and surface markings▪ To provide vehicle worthy road service▪ Pound services▪ Enforcements of municipal by-laws▪ Protection of municipal assets▪ Establishment of the integrated institutional capacity for effective implementation disaster risk management legislation▪ To ensure effective and appropriate preparedness, response and recovery▪ To co-ordinate HIV and AIDS programs in a sectorised integrated manner▪ Solid waste disposal and landfill sites management▪ Maintained and clean municipal amenities▪ Facilitation of the establishment of libraries and museums |

1.5 Human resource and administration function's performance

1.5.1 Corporate Services



Corporate Services Manager: Mrs. N. Kubone

| Divisions | Objectives |
|---|--|
| Human Resources (HR) Administration Information Technology | <ul style="list-style-type: none">▪ To ensure that all matters relating to staff are well attended to by maintaining due records.▪ To ensure that employees deal with their personal, social and or economic problems and work under healthy & safe conditions.▪ To ensure that qualified employees are recruited and well versed in the running of the institution to enhance productivity and reduce labour turnover.▪ To ensure that ULM Municipal employees are well trained in improving their productivity levels.▪ To enhance representation of designated groups and address equity levels.▪ To implement a performance management system and appraisal of employees for consistent monitoring and evaluation of performance.▪ To ensure that all outstanding policies and by-laws are developed, reviewed and adopted for implementation & sound administration.▪ To ensure sound labour relations between employer and employees.▪ To have a signed plan with skeletal staff structure for the provision of services during situations such as strikes.▪ To provide constant administrative support to all Council structures |

1.6 Roads, Housing, Electricity, Planning and Development function's performance

1.6.1 Infrastructure and Planning



Manager Infrastructure and Planning: Mr. S. Ntonga

| Divisions | Objectives |
|---|--|
| Roads and storm water Public facilities Infrastructure maintenance | <ul style="list-style-type: none">▪ To ensure sufficient road networking in an integrated manner▪ To ensure compliance with National Building Regulations and Standards▪ To ensure that planning & development decisions have a legal basis and are spatially considered▪ To ensure proper development of townships▪ Formalization of peri-urban settlement▪ To improve the livelihoods of people▪ To ensure that there is social facilitation for housing and housing consumer education▪ To ensure that all municipal buildings are well maintained▪ To ensure that at least 80% of households have access to electricity▪ To ensure universal access to electricity in rural areas by 2012▪ To provide effective budgeting and expenditure control systems and practices based on legislation and best practice▪ To ensure that revenue is collected by introducing strategies and mechanisms▪ To ensure the preparation and submission of financial reports for grants funding on behalf of the municipality▪ To ensure that there is smooth departmental administration. |

1.7 Local Economic Development function's performance

1.7.1 Local Economic Development



Acting Manager Local Economic Development: Ms. S. Batyi

| Divisions | Objectives |
|--|--|
| Local Economic Development Environmental management Tourism | <ul style="list-style-type: none">▪ Local Economic Development▪ Job creation▪ Implement Integrated Economic Development Service Delivery Programs▪ Tourism Development▪ Forestry Development▪ Environmental Management▪ SMME's Development▪ Agrarian Reform▪ Investment Promotion▪ Mining |

1.8 Special Programmes and Communication function's performance

1.8.1 SPU and Communication



Manager: Special Programmes and Communication: Mr. S. Kulu

| Divisions | Objectives |
|--|--|
| Special Programmes Public Participation Communication | <ul style="list-style-type: none">▪ Coordination of municipal events▪ Enhancing public participation▪ To bridge the information gap▪ To profile and market the municipality |

2. Below is detailed performance report for the year ended in June 2013.

1. OFFICE OF THE MUNICIPAL MANAGER

| Key Performance Area | Project | SDBIP Objective | Key Performance Indicator | Annual Target | Actual Achievement | Annual Target Achieved/Not Achieved | Reason For Non Achievement | Corrective Measure | Budgeted Amount | Actual Expenditure | Comments and Wayforward | Portfolio of evidence |
|--------------------------|---------------------------------|---|--|------------------------------|---|-------------------------------------|----------------------------|--------------------|-----------------|--------------------|---|--|
| Basic Service Delivery | Community Based Planning | To have credible ward priorities to inform planning by December 2013 | Conduction of Ward profile study | ULM Community Based planning | 27 Ward profiles were incorporated into the IDP | Achieved | None | None | 200 000 | 199 000 | None | Ward Profiles |
| Municipal Transformation | SDBIP development for 2012/2013 | To ensure the implementation of Municipal Performance management system by 30 June 2013 | Signing of SDBIP by the Mayor within the stipulated timeframes | Implementable SDBIP | The SDBIP was signed by the Mayor within stipulated time frames and has been implemented | Achieved | None | None | Nil | Nil | None | Signed copy of the SDBIP |
| | Annual Report | Ensure compliance with relevant legislation by 31st March 2013 | Development of Annual Report for 2011/2012 financial year | Adopted Annual Report | The annual report was adopted by Council in March 2013, it was sent to relevant authorities and | Achieved | None | None | 100 000 | 100 000 | The municipality is awaiting results of the assessment of the annual report | Annual Report and Oversight Committee report |

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| | | | | | publicized | | | | | | | from the MEC for Local Government | |
| Local Economic Development | Rural development | Ensure sustainable delivery of services to 3 pilot sites in Umzimvubu by 30 th June 2013 | Facilitation of service delivery input to pilot sites | 1 Services on wheels to the pilot sites | A service on wheels event was hosted. Sector departments have started to implement priority projects on the rural development pilot site in ward 14 | Achieved | None | None | 50 000 | 49 000 | None | Attendance register, photos of the event and sector plans included in the IDP | |
| Financial Viability | Performance Auditing | Review of key performance data/information of selected/agreed programmes i.e. review of performance information vs. operational targets (including any remedial action plans) | Internal Audit Reports on performance audit | 3 Reports | Performance Audit reports have been conducted | Achieved | None | None | 120 000 | 120 000 | None | Performance Audit Reports | |
| | High Level Review of Annual Financial Statements | High Level Review of Annual Financial Statements | Draft AFS, Trial Balance | 1 Report | Mid-year AFS have been reviewed | Achieved | None | None | 25 000 | 25 000 | None | Mid-year financials | |

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| | ts | | | | | | | | | | | | |
| Grants Funding Audit | Review the controls over receiving and utilization of grants funding | Grant fund internal audit report | 1 Report | Grants funding have been audited | Achieved | None | None | 52 000 | 52 000 | None | Grants funding audit report | | |
| Human Resource Audit | Review of Performance file maintenance, appointments, leave file maintenance | Human Resources Internal Audit report | 1 Report | HR Audit has been performed | Achieved | None | None | In-house | In-house | None | HR Audit report | | |
| Follow up reviews on: | To conduct a review in order to ensure management implements Auditors recommendations of previous audits | Follow Up reports | | | | | | 24 000 | 24 000 | | | | |
| IT Governance | | | 1 Report | IT Audit has been performed | Achieved | None | None | | | None | Report | | |
| Asset Management | | | 1 Report | Asset Audit has been performed | Achieved | None | None | | | None | Report | | |
| Revenue Management | | | 1 Report | Revenue Audit has been performed | Achieved | None | None | | | None | Report | | |
| Procurement | | | 1 Report | Procurement audit has been performed | Achieved | None | None | | | None | Report | | |
| Expenditure Management | | | 1 Report | Expenditure audit has been performed | Achieved | None | None | | | In-house | In-house | None | Report |
| Risk Assessment workshop | | | 1 Report | Risk assessment workshop has been | Achieved | None | None | | | 20 000 | 20 000 | None | Report |

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| | | | | | conducted | | | | | | | |
| Good Governance | Review of 2012 to 2017 IDP | To have a reviewed and credible IDP in line with legislation and Local Government Key Performance areas by 30 th June 2013 | Credible and implementable IDP | Reviewed IDP | The IDP has been reviewed in line with legislative requirements. It was sent to MEC for Local Government for assessment purposes and the municipality awaits those results | Achieved | None | None | 100 000 | 98 000 | None | Reviewed IDP Document |

2. BUDGET AND TREASURY OFFICE

| Key Performance Area | Project | SDBIP Objective | Key Performance Indicator | Annual Target | Actual Achievement | Annual Target Achieved/Not Achieved | Reason For Non Achievement | Corrective Measure | Budgeted Amount | Actual Expenditure | Comments and Way-forward | Portfolio of evidence |
|-------------------------------|--|--|--------------------------------|---|---|-------------------------------------|----------------------------|--------------------|-----------------|--------------------|---|--|
| Basic Service Delivery | Adherence to SCM policies and procedures | To ensure proper supply chain management | Proper Supply Chain Management | Procurement of goods and services with scm procedures | All tenders that were on the procurement plans of the Municip | Achieved | | Proper planning | - | - | Demand management plan has to be used as a tool of measuring. | Contracts Register, Procured Goods, List of creditors. |

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| | Implementa tion MPRA | To ensure all properties within municipality urban area are | Implementatio n of General valuation | All surveyed properties | The Municipal valuation roll is available and certifies by the Municipal valuer | Achieved | | | 1 000 000.00 | 890 658.00 | Full implementation has to be monitored. | General Valuation roll for all Municipal Properties . |
| | Free Basic services and Indigent Support | To ensure all indigent households are registered to indigent register | Supply and delivery of electricity and alternative energy | All Indigent households | Only 14 wards have been registered on the indigent register. | Not Achieved | Dependence on Alfred Nzo District for resources and data verification and capturing. | Allocating FBS officer to the district Municipality to assist with the process. | - | - | Hands-on support is needed. | Indigent Register |
| | | To ensure all registered indigent households are provided with electricity and alternative energy | | Indigent households living in electrified villages that are on our register. | 100% of indigent households that are on the database are benefitting from Eskom's tokens. The Municipality pays Eskom every month. | Achieved | n/a | n/a | 2 000 000.00 | 1 942 524.00 | An updated indigent register has to be in place because most villages are being electrified. | Eskom's register, Proof of payment of Eskom |

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| | Payment of creditors | To ensure payments are paid according to MFMA | Payment of creditors in line with applicable laws and regulations | Accurate & timeous Payment of creditors | Payments are done on a weekly basis and service delivery is accelerated due to proper cash-flows to SMME's. Interest charges are being investigated for negligence. | Achieved | n/a | n/a | - | - | This programme has to be maintained at the level that it is at, because it assists the service delivery of the Municipality. | Interest charged register, Invoice Register, Creditors' register. |
| | Budget management | To ensure credible & reliable budget | Credible budget | Approval of budget timeously | A GRAP compliant Budget document was adopted on time, having gone through all the necessary stages. The budget document was then submitted to all relevant stakeholders and captured on the system. The budget received | Achieved | n/a | n/a | - | - | | Council resolutions for adoption of draft and final Budget, Budget evaluation report, Proof of budget on the system. |

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| | | | | | recomendation by the evaluation committee on the financial viability. | | | | | | | |
| Municipal Transformation | Capacity Building for Finance Staff and implementation of internship programme | To ensure that all BTO employees are fully capacitated | Training of employees through accredited learning institution | BTO employees | Budget and Treasury staff and Councillors have been trained on various training areas like SCM, Policy Development, New GRAP Standards, Tax Matters | Achieved | n/a | n/a | 1 500 000.00 | 1 360 000.00 | Training has to be on-going to keep up with the new legislation requirements. | Attendance registers, Training programmes, Expenditure proof. |
| | Policy Reviewal | To ensure that all BTO policies are reviewed | Reviewed policies | BTO Policies | BTO policies have been reviewed and adopted by Council. During 2012/13 financial year, all stakeholders have been given an opportunity to be involved in | Achieved | n/a | n/a | - | - | policy review plays a vital role in ensuring that municipal systems and internal controls are in order. | Council resolution for adoption of policies, Attendance register for policy review workshop. |

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| Local Economic Development | Update of Supplier Data Base | Credible suppliers database | Registration of suppliers for all commodities | Suppliers of goods and services | Supplier database is reviewed on an on-going basis. | Achieved | n/a | n/a | - | - | Maintenance of database has to be done to ensure that irregular expenditure is avoided at all material times. | Database, TransUnion reports, Register for irregular expenditure. |
| | Capacity Building of Local SMME's in terms of understanding the SCM Regulations and related legislation like CIDB Act, BBBEE and VAT Act (Assisting LED) | To ensure suppliers are eligible for procurement of goods and services | Training on specialized skills | Suppliers of goods and services | Capacity building for SMME's has been done on a quarterly basis, working hand in hand with the LED department in achieving this. | Achieved | n/a | n/a | - | - | An on-going programme for capacity building has to be developed and implemented. | Training Programmes, attendance registers. |
| | Co- ops support through fire gel supply | To ensure full functioning of identified co-ops | Capacitated co-ops | 4 Co-ops | The co-operatives that are supplying gel have been supported but there has been a problem due to more villages being | Not Achieved | Electrification of villages | The co-operatives must be diverted into other programmes. | - | - | New alternative products need to be looked into. | Register for co-operatives, minutes of the meetings, Sales figures. |

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| | | | | | electrified, thus reduction in the demand for gel. | | | | | | | | |
| Financial Viability | 3rd party payments & submission of SARS returns | To ensure compliance with MFMA and applicable tax legislation | Payment & submission of VAT & EMP 201 returns | Monthly payment of 3rd parties & monthly submission of returns | 3rd party payments have been paid before the due date in most cases and VAT and EMP 201 returns were submitted timeously throughout the year. | Achieved | n/a | n/a | 12 000 000.00 | 12 000 000.00 | The programme has to be continued as it is. | Returns, Proof of receipt, proof of payment for 3rd parties, allocations register | |
| | Payroll Administration | To ensure timeous payment of salaries | Error free payroll | Monthly payment of salaries | Payroll administration ran smoothly throughout the financial year. All queries were attended to timeously. | Achieved | n/a | n/a | - | - | Training on tax issues will have to be done on an ongoing basis to ensure accuracy and compliance | Payroll reports and reconciliations. | |
| | Preparation of monthly reconciliations | To ensure that all management accounts are reconciled | Reconciled management accounts | Monthly reconciliation | All reconciliations were performed monthly and mistakes were identified and dealt within a | Achieved | n/a | n/a | - | - | Munsoft training has to be conducted to ensure that more employees are | Reconciliation files, Audit report. | |

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| | | | | | monthly basis to avoid bulk of work at year end. | | | | | | empowered. | |
| | Institutional Operation Clean Audit Project | To ensure that the municipality obtain clean audit report | Credit worthy Municipality and Well governed Administration. | Unqualified audit report by AG with no material matters. | Audit in progress, results will be obtained in November. | | | | | | | |
| | Budgeting & Cash Flow management | To ensure that municipal funds are accounted for | Credible and reliable budget | 0% unauthorised expenditure | Audit in progress, results will be obtained in November. | Achieved | n/a | n/a | - | - | Final Audit report will be more relevant in confirming achievement. | Audit report, Budget Document |
| | Asset Management and stores management | To ensure proper management of assets and stores. | Fully GRAP compliant Asset register | Properly managed assets and storage facility | A GRAP compliant asset register for 2012/13 Financial year has been finalised. Audit will take place and the results will be available in November | Achieved | n/a | n/a | - | - | Final Audit report will be more relevant in confirming achievement. | Audit report, Asset register |

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| | Credit control | To ensure full implementation of credit control & debt collection policy | Adherence to applicable policies and procedures and relevant legislations | Reduction of debtors balance | The payment percentage by debtors has increased with the appointment of debt collector. | Achieved | n/a | n/a | - | - | More education regarding payment of debts has to be instilled to debtors | Statement of Financial Position, Debtors report, Actual receipts report for 2012 and 2013. |
| | Data Cleansing | To ensure reliable billing information on the financial system | Credible data for debtors | Limited billing & audit queries | 95% of properties that did not have ownership dwetails have been rectified and registered at deeds office. | Achieved | n/a | n/a | - | - | Properties registered under umzimvu LM are about to be finalised, Unknown properties have to be dealt with. | Title deeds for properties that were registered under ULM, report from Mdledle Attorneys regarding such properties. |
| | Investment Management | To ensure maximum return on investment | Diversified investment | R3,6m | Interest has been generated from investments but the diversification has not been achieved. | Not Achieved | Non-responsiveness by banks on SCM processes. | Advertising for banking services and appointing at least 3 different banks for diversification of investments. | 3 600 000.00 | 2 250 000.00 | More appropriate methods on investments will have to be implemented. | Investment Registers, Bank Statements |

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| | Tariff setting | To ensure economic and affordable tariffs | Approved tariffs | Annual tariff setting for implementation | Tariffs for the year have been set and implemented accordingly. | Achieved | n/a | n/a | - | - | A new tariff structure that responds to the needs of the Municipality has to be developed and implemented. | Advert for tariff Structure, Budget Documents, Receipting proof for different services. |
| Good Governance | IDP and Budget processes | To ensure clear timeframes for Budget & IDP processes | Well planned IDP & Budget processes | On-going | IDP and Budget process plan has been developed and implemented accordingly. All dates for major events were adhered to. | Achieved | n/a | n/a | - | - | Process plan has to be in-place, on time to ensure smooth running of IDP and Budget Processes. | IDP and Budget Process Plan, Council resolution. |
| | Internal and External reporting | To comply with MFMA and Circulars and to convey information to all stakeholders | Timeous submission of reports like S71 reports, DoRA reports, Quarterly reports, S72 reports, Annual Reports and Internal Statutory reporting to All committees up to council. | Monthly submissions of all statutory reports and pasting of information on Municipal website | all statutory reports were submitted on time to all stakeholders. All queries raised by stakeholders were attended to. | Achieved | n/a | n/a | - | - | MFMA compliance calendar has to be adhered to ensure 100% compliance. | All statutory reports, Proof of submission, Comments from stakeholders. |

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| | Rate-payers interaction in both Mount Ayliff and Mount Frere for revenue collection and addressing Community Needs | To ensure regular communication with rate-payers | Harmonised relationship with ratepayers | On-going | Ratepayers have been fully involved during 2012/13 financial year. All their queries have been attended to. Policies that affect them were reviewed during their presence and they made valid inputs that are being implemented. A ratepayers award ceremony was also conducted not only to acknowledge ratepayers that pay consistently but also to recognise all businesses and households that keep their homes environme | Achieved | n/a | n/a | 130 000.00 | 123 834.00 | Ratepayers need to be given priority during planning and implementation of Municipal activities that involve them. | Attendance register for policy review, Programme and pictures for ratepayer's award ceremony, responses to petition by ratepayers. |
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| | | | | | ntally friendly. | | | | | | | |
| | Customer Care | To enhance customer satisfaction and reduce queries relating to municipal services | Documented feedback from Municipal Customers | On-going | Education on Customer care has been done through ratepayer's interactions more especially during the valuation roll processes. Objections were attended to. In general customer satisfaction survey shows that our customers are getting attention. | Achieved | n/a | n/a | - | - | Customer care survey has to be conducted annually. | Report on customer care, Objections on the Valuation roll, Appeals on the valuation roll. |

4. CORPORATE SERVICES

| Key Performance Area | Project | SDBIP Objective | Key Performance Indicator | Annual Target | Actual Achievement | Annual Target Achieved/Not Achieved | Reason For Non Achievement | Corrective Measure | Budgeted Amount | Actual Expenditure | Comments and Way-forward | Portfolio of evidence |
|--------------------------|---|--|---|--|--|-------------------------------------|----------------------------|--------------------|-----------------|--------------------|--------------------------|---|
| Basic Service Delivery | Conducting a survey on municipal services | Setting high standard of customer care service | Improved Customer Care Service | Conduct survey on 27 wards | Municipal Survey was conducted in April 2013, Capturing was done in May & June 2013 and a report consolidated and submitted to all stakeholders. | Achieved | N/A | N/A | N/A | N/A | N/A | Municipal Survey questionnaire, Municipal Survey Report |
| Municipal Transformation | Efficient admin support to Council | Provision of efficient support to council structures | Provision of efficient support to council structures through secretariat services | Develop meetings schedule for 2013 6 Council 10 EXCO 10 Standing Committee 12 LLF 4 Audit Committee 6 OHS 4 EEC 6 BPTT | A schedule of Calendar was formulated. Meetings sit according to the schedule of calendar 2013. | Achieved | N/A | N/A | N/A | N/A | N/A | Annual Calendar, Attendance registers |

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| | Policy Development | Control measures in place for the Sound Governance Division | To ensure that all outstanding/essential SG Policies are developed | 3 Policies | Catering Policy, Customer Care Policy and Records Policy adopted at the Council of 31 January 2013. All committees comply with the Catering policy and sitting time for meetings has improved so as a decrease in expenditure of catering within the municipal meetings. | | | | | | | |
| | Council Resolutions Register | Monitoring of implementation of Council resolutions | Monitoring of implementation of Council resolutions | 4 Resolution Register | 4 Resolution Registers were formulated and distributed the Council and Management. | Achieved | N/A | N/A | | | N/A | Resolution Registers |

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| | Minutes & Agendae reconciliation | Efficient Record keeping | Ensuring proper restoring of municipal information and reliable record keeping | 4 Compiles files | 4 Files have been compiled for the 2012/2013 FY | Achieved | | | N/A | N/A | N/A | Bound Agenda and minutes |
| | Auxiliary Services | Hygienic municipal environment | Maintaining municipal offices for a much cleaner environment | 2 municipal offices, town hall, lounges and boardrooms | Daily cleaning is done on all municipal offices, town hall, lounges and boardroom Cleaners abide by the shift schedule of cleaning. Municipal bathrooms were beautified. | Achieved | N/A | N/A | R 730 000 | R704 036.35 | N/A | Pictures/ shift schedule |
| Local Economic Development | Conduct s workshop for SMME's on customer care management | Ensuring empowerment and prosperity in local business fraternity | Ensuring empowerment and prosperity in local business fraternity | 5 SMME'S trained | A service provider was appointment and the Customer care Training was held on 25 & 26 February 2013 9 SMME's were trained instead of 5 SMME's A handover event was done on | Achieved | N/A | N/A | R 35 000 | R30 054 .18 | N/A | Copy of the budget expenditure. |

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| | | | | | 19 June 2013 where the Mayor presented the certificates to the SMMEs | | | | | | | |
| | Development of Cooperative (Cleaning Services) | Enhancement of skills in business management and marketing | Empowering SMMEs | 2 coops | Two workshops were conducted by SEDA for both coops. An Advance Cleaning Training was also conducted. An over the job training has also been given to the coops to enhance their skills and experience within the Cleaning Services industry. A Marketing Strategy was also drafted to market them to neighbouring potential customers. | Achieved | N/A | N/A | R100 000 | R70 831.72 | | |

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| Financial Viability | <i>Operation Clean Audit</i> | Compliance with the MFMA | To ensure proper compliance with legislation in terms of financial management | Budget allocate for SG | Budget utilized for Sound Governance amounted to R 1, 015 000 and R953 442.25 Through the implementation of the EDMS the institutional memory is kept safe in an electronic form, backups are done daily. Catering Policy has decreased the expenditure of catering provided in standing committees for all departments | Achieved | N/A | N/A | R 1,015 000 | R953 442.25 | N/A | Pictures of the handover of certificates |
| Good Governance | Coordination of Municipal Strategic Planning Sessions | | Maintenance of Sound governance and proper coordination of council strategies and to ensure strategic | 2 Council Strat. Plans | 2 Council Strategic Planning were held in January 2013 and May 2013. Departmental | Achieved | N/A | N/A | R100 000 | R100 000 | N/A | Attendance register |

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| | | | development orientation planning process is in line with local government KPAs | | Strategic Planning and EXCO Strategic Planning also took place in December 2012 and May 2013. An additional Management Strategic Planning was conducted for MANCO in May 2013. | | | | | | | |
| | Batho Pele Awareness | Batho Pele Change Management | Changing the municipality through Batho Pele Programmes | 2 Batho-Pele Awareness Campaigns, 1 Policy Conference and 7 departmental plans | 6 BPTT meetings were held. 2 Awareness Campaigns were held: "Know Your Service Right Campaign" and "Together Beating the Drum Campaign" | Achieved | N/A | N/A | R50 000 | R 48 520 | N/A | Pictures of the Campaign |

Human Resources

| Key Performance Area | Project | SDBIP Objective | Key Performance Indicator | Annual Target | Actual Achievement | Annual Target Achieved/Not | Reason For Non Achievement | Corrective Measure | Budgeted Amount | Actual Expenditure | Comments and Way-forward | Portfolio of evidence |
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| | | | | | | Achieved | | | | | | | |
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| Basic Service Delivery | Bursary for external students in rare skills | To provide and enhance skills amongst the community | Enrolled students in institutions of higher learning | Bursary is offered to 6 students | There are six students who are the bursary holders of ULM. Study fees have been paid for all. | Achieved | Not Applicable. | Not Applicable. | 240 000 | 240 000 | | | |
| | | | There are six students who are the bursary holders of ULM. | | | | | | | | | | |
| | Internship/ Experiential Training | To provide skills and ensure exposure of graduates | Experiential training offered | | A total of number of 16 Interns for the ULM (4 Interns (for BTO funded by Treasury), 9 Interns (for Community Safety funded by EPWP), and 3 Interns (1 for the OMM, LED & SP & Comm)). | Achieved | Not Applicable. | Not Applicable. | 182 000 | | The project is on going | | |
| Career Exhibition | To ensure provision for future career pathing | Career Indaba/Exhibition conducted | Well information session | | A Career Exhibition held in March 2013 in Mt Frere for all Grade 12 students | Achieved | Not Applicable. | Not Applicable. | 318 269 | 318 269 | | | |

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| | | | | | from 20 High Schools in within Umzimvubu Local Municipality area. | | | | | | | |
| Municipal Transformation | Training and Development | To provide skills development in programs in line with the adopted WSP | Training offered to employees and councillors | Effective and relevant training interventions. | A total of 13 training interventions for the year 2012/2013 has been offered consist of 2 for Councillors, 11 for employees including managers. | Achieved | Not Applicable. | Not Applicable. | 700 000 | 657 705 | | |
| | | | disciplinary handling | | | | | | | | | |
| | Train supervisors and Managers in grievance and disciplinary procedures and conflict management. | To enhance and maintain stability between employees and employer | Training offered to Managers on disciplinary handling. | Train all managers and supervisors | One conflict management training/session for Supervisors & Managers held. | Achieved | Not Applicable. | Not Applicable. | 80 000 | 74 850 | | |
| | Implementation of individual Performance Management System. | To implement, co-ordinate, monitor and evaluate PMS for Compliance with applicable legislation | Signed performance contract by all contract employees | Effective performance management system. | IPMS coordinated and assessments for All (24) managers on performance contracts assessed as | Achieved | Not Applicable. | Not Applicable. | 150 000 | 144 816 | | |

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| | | | | | planned. | | | | | | | |
| | Placement and development of job description | placement of municipal employees in accordance with the Organogram | A number of Job descriptions developed & reviewed. | | Development & review of Job descriptions project commenced in June 2013. All JDs were developed and reviewed through the participation of employees and management. | Achieved | Not Applicable. | Not Applicable. | 150 000 | 58 000 | Project in Progress | |
| | Employee Assistance Program | To render assistance programme that will help employees and councillors with their personal/economic and social matters. | Assistance provided to all employees or Councillors. | All municipal employees & Councillors benefited to the program. | 6 Wellness days for both emotionally and physically held as at June 2013. There were no referrals made in respect of employees, but one for a councillor. | Achieved | Not Applicable. | Not Applicable. | 150 000 | 122 705 | | |

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| | Implementa tion of EEP; equal employem ent opportunitie s | To provide corporate direction in ensuring complian ce on employ ment equity legislation to achieve a diverse and represent ative workplac e. | Employment Equity Plan is closely monitored and reported on a monthly basis. | 1 EEP | All targets have been met and exceeded. For an example, 2 females were appointed in manageria l posts and the target of 2 has been exceeded to 3 (i.e. M: CS; CFO & M: LED). Employme nt Equity Plan is closely monitored and reported on a monthly basis. | Achiev ed | Not Applicab le. | Not Applicab le. | 150 000 | 149 355 | | |
| | Internal Bursary | Sharpeni ng skills for the growth of the institution | Bursary currently offered to eight employees. | | 8 employees that are studying through internal bursary during 2012/13 FY. | Achiev ed | Not Applicab le. | Not Applicab le. | 70 000 | 56, 481.46 | Project in Progres s | |
| | Recruitmen t and Selection and job creation | To populate all vacant/bu dgeted positions | Recruitment done as and when required. | Recruitment done as and when required for all departments. | Recruitme nt is done as and when required. A total number of 24 | Achiev ed | Not Applicab le. | Not Applicab le. | | | | |

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| Good Governance | | | | | (excluding the staff movements from one dept. to another) positions were filled during the year 2012/13. | | | | | | | |
| | End year function | To reward outstanding performance of permanent employees | Year-end event done annually. | 1 year end function held by the 2ns Q. | One year end function held in December 2012. | Achieved | Not Applicable. | Not Applicable. | 150 000 | 131 512.13 | | |
| | Policy Roll Out Program | To disseminate information accordingly and enhance knowledge management. | At least two Policy roll out sessions conducted. | 2 session's policy-roll out held (1 by the 2nd & 4th Q). | Two policy roll - out sessions held. | Achieved | Not Applicable. | Not Applicable. | 11 000 | 3 500 | | |
| | Induction and orientation of employees | To familiarise all newly appointed employees in a workplace. | Induction of newly appointed employees conducted bi-monthly. | 2 sessions policy roll out held (1 by the 1st & 3rd Q). | Two induction sessions held. | Achieved | Not Applicable. | Not Applicable. | 12 000 | 6 780 | | |
| | Wellness/Sports (Health & Safety) | To enhance productivity and | 4 Sport events held. | Healthy employees and councillors. | Four wellness days held. Maintenance | Achieved | Not Applicable. | Not Applicable. | 100 000 | 79 540.18 | | |

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| | | team building through municipal sport | | | ce/service of fire extinguishers and horse pipes both - Mount Frere, VTS and Mt Ayliff Municipal Offices was done. | | | | | | | |
| Financial Viability | Clean Audit Report and Budget Management | To ensure proper compliance with legislation in terms of financial management | Budget constantly monitored. Compliance with MFMA monitored. | Budget constantly monitored. Compliance with MFMA monitored. | The budget is constantly monitored. Compliance with MFMA is monitored. | Achieved | Not Applicable. | Not Applicable. | 2 198,540 | | | |
| | Payroll Administration | To ensure submission of accurate payroll inputs | Payroll inputs submitted to BTO by the 10th & 20th of each month. | | Payroll inputs for the month submitted by the 10th & 15th to Budget & Treasury Office for onward disposal. | Achieved | Not Applicable. | Not Applicable. | Nil | Nil | The project is on going | |
| | Leave Administration | To ensure accurate and updated leave records | Proper monitoring of attendance registers To ensure accurate and updated leave records. | | Capturing of leaves on PAYDAY System on a monthly basis is done. Monthly reconciliation of registers | Achieved | Not Applicable. | Not Applicable. | Nil | Nil | The value of leave balances as at June 2013 amounts to R2,635, 597.98 | |

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| | | | | | with leave books and ESS is done. | | | | | | | |
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Information Communication Technology

| Key Performance Area | Project | SDBIP Objective | Key Performance Indicator | Annual Target | Actual Achievement | Annual Target Achieved/Not Achieved | Reason For Non Achievement | Corrective Measure | Budgeted Amount | Actual Expenditure | Comments and Way-forward | Portfolio of evidence |
|--------------------------|---|--|--|--|--|-------------------------------------|----------------------------|--------------------|-----------------|--------------------|--------------------------|------------------------------|
| Basic Service Delivery | <i>Provision of internet to ULM Libraries</i> | To provide Internet and computer access for free in Umzimvubu Libraries | Fully functioning computers in the libraries | 10 computers (for both Mt Ayliff and Mt Frere) | Well-nourished libraries in terms of technology | Achieved | N/A | None | None | None | | Invoice and Pictures |
| Municipal Transformation | Service Desk (Fault report management system) | To enable users to register their faults and track response time online & over the telephone | Users reporting their IT problems on the system and IT personnel being assigned to different tasks with turnaround timeframes. | | A fault reporting system that gives analysis of the most occurring IT faults at Umzimvubu so they can be managed and reduced so as to guard against a disaster | Achieved | N/A | None | R100,000.00 | R98,040.00 | | Invoices, and Faults reports |

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| | Remote Support software (Team viewer) | To enable to access and support every PC anywhere , anytime and ICT staff to support remotely more than one PC at a time. | To be able to support staff in Mt Ayliff without physically going there and providing filtered security. | To enable ICT support staff to dial into a user's computer wherever he/she might be and be able to provide support and takeover the keyboard and desktop | A faster response time to ICT faults and quick user support | Achieved | N/A | None | R100,000.00 | R25,711.12 | | Invoice and Pictures |
| | Network downtime monitoring software | To have software that will be able to check the fault tolerance of our equipment and record downtimes and resources that causes the network to be down. Since data, voice and video goes through the same network its downtime should be minimized | To able to monitor the performance of each LAN port, wireless access point, switch, router and our servers | To have target of 98% uptime on our network and report on network downtime and recourses which need to be replaced | To monitor our network performance 24 hours. | Achieved | N/A | None | R100,000.00 | R78,950.00 | | Invoice and Pictures |

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| | Intrusion detection and upgrading of the firewall | To be able to monitor and detect computers trying to access our network and monitor computers on the network in order to quickly identify computers affected by the virus. | To monitor intrusions and sperm going out of our network as to quickly identify infiltrations and security risks. | Report on computers or viruses trying to access our network and roaming moles. | Very secured network that easily identify computer with a virus and mole from outside our network. | Achieved | N/A | None | R100,000.00 | R 0.00 | SAINET upgraded our firewall and IDS for free due to their upgrade schedules | Firewall pictures |
| | Disaster recovery implementation Plan | To ensure that should the Municipality experience disaster of any nature (e.g., firebreak, power surge or building is damaged etc.), the Municipality has contingency plans for backup systems | A data centre that replicates the Server room with servers and infrastructure. | Data being backed up in the offsite facility and doing backup and restore checks every week. | An offsite backup data centre that is capable of backing up institutional information in case disaster happens. | Achieved | N/A | None | R200,000.00 | R187,194.85 | | Backup reports and license invoices |

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| | Implementa tion of Voice over IP Phase 2 in the telephone system | To implemen t a cost effective way of communi cating with the outside world. To enable a customer to implemen t a flexible, cost- efficient, and simplified network solution by opening up a wide range of services via a single fundamen tal hardware platform. | To implement the second phase of VOIP to install IP phones to all other remaining offices | Mt frère and Mt Ayliff linked by voice over IP and reduce budgeting on phone calls. | A more effective and cheaper communic ation network | Achiev ed | N/A | None | R500,00 0.00 | R198,56 3.90 | | POE Switches, IP Phones and Telkom line |
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| | Upgrade and maintenance of wireless network to cover the two towns Mt Frere and Mt Ayliff | To build new wireless Towers to cover 10KM radius of Mt Ayliff and Mt frère | Users accessing the municipal network within the jurisdictions of Mt Ayliff and Mt Frere to reduce the cost of 3g cards. | A network that is up 24 hrs. with low down time and high speed. | Umzimvubu users accessing internet within 10KM radius of Mt Frere and Mt Ayliff | Not Achieved | The two Cisco Wireless WAP APNs that can cover a radius of 10 KM in both towns (MT Ayliff and Mt Frere) have been installed but The frequency spectrum has to be approved by The Independent Communications Authority of South Africa (ICASA). ICASA has to determine if the wireless does not interfere with other networks (Vodacom & | Collaborate with Vodacom to cover our network | R200,000.00 | – | To try and collaborate with other existing wireless companies like Vodacom who have already have the licence |
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| | | | | | | | MTN) | | | | | |
| Local Economic Development | Establishment of Internet café for the IT cooperative | Establish an internet café for the cooperative in order for them to create revenue and provide internet to the community of Umzimvubu | Fully functional Internet Café | Sustaining local businesses | Sustaining local businesses | Not Achieved | cooperative still waiting for funding from DTI | | R90,000 | R90,000 | Cooperative members are still attending developmental programs and are still waiting for funding from DTI | Business plans, company profiles, Tax clearance, BEE certificates, lease agreement and pictures |

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| Financial Viability | Operation Clean Audit | To ensure proper compliance with legislation in terms of financial management | Proper record keeping of documents in the server Monitored budget Backup Policy implementation | Operation Clean Audit | All budget votes spent accordingly. Availability of e\records for audit purposes | Achieved | N/A | None | | | | |
| | Website upgrade | To enhance communication with the community and to ensure consistent uploading of essential municipal documents | Up to date website | Community that is well informed with municipal activities | A dynamic website with up to date information and latest news. | Achieved | N/A | None | R50,000.00 | R42,654.65 | Communications department needs to be more hand-on when dealing with content uploading | Invoices pictures and uploaded information |

5. LOCAL ECONOMIC DEVELOPMENT

| Key Performance Area | Project | SDBIP Objective | Key Performance Indicator | Annual Target | Actual Achievement | Annual Target Achieved/Not Achieved | Reason For Non Achievement | Corrective Measure | Budgeted Amount | Actual Expenditure | Comments and Way-forward | Portfolio of evidence |
|-------------------------------|-------------------------|---|----------------------------------|--|--|--|-----------------------------------|---------------------------|------------------------|---------------------------|----------------------------------|------------------------------|
| Basic Service Delivery | Fencing of maize fields | To promote food security and value addition through fencing of maize fields | Fenced Wards | 500 metres fenced at Ward 2,5,9,10,14,12, 16,23 and 25 and 26. | 500 metres fenced on 10 wards of Umzimvubu | Achieved | | | R 1 940 085 | R1 912 173.08 | The program was achieved on time | Completion Certificates |

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| | Facilitate construction of trading facility | To provide conducive environment for well-established and SMME's trading within Umzimvubu | 5 businesses operating in Mt Ayliff trading facility | 5 new businesses operating | Trading facility is operating. The construction of trading facility was also paid through MIG | Achieved | | | R1 468 224.34 | R 616 823.02 | Eskom has been a challenge with regards to electricity connection however a generator has been installed | Appointment letters Lease agreements. |
| Municipal Transformation | Capacity building of LED Councillors and staff | To capacitate LED Staff | 9 LED councillors capacitated and 5 LED officials trained on LED related programmes | Capacitated councillors and staff | Two LED staff members were trained in business plan development, 4 officials trained in MS word, excel and in projects. LED councillors were capacitated through LED strategic plan and through policy workshop | Achieved | | | - | - | | Training Certificates Attendance registers Programme |

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|----------------------------|---|--|-----------------------------------|-------------------------------------|--|--------------|--|--|--------------|-------------|---|---|
| Local Economic Development | Training of contractors and grading of caterers | Training of Contractors and service providers | Trained SMMEs and graded Caterers | Training of 100 SMMEs and Caterers | SMME's were trained over the 4 quarters of a year, they were capacitate in tender filling and relevant legislation .There was also a business breakfast and gala dinner where banks were invited and DEDEA to make a presentati on on how best can they assist the SMME's. | Achieved | | | R 206 480 | R184 453.48 | The training of contractors should be ongoing process | List of graded caterers Attendance Register |
| | Construction of hawker stalls in Phuthi | To ensure that conducive environment for SMME 's is provided | Hawker stalls operating in Phuthi | 5 hawker stalls Operating at Phuthi | Designs are in place. Construction of the structure has commenced it started very late due to delays in response by SANRAL | Not Achieved | | | R 500 000.00 | R153 900.00 | There were delays that were caused by SANRAL as the project is next to N2 | Appointment letter Designs Invoices |

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| | Construction of aloe processing plant | To ensure that value is added to our resources | Co-operative trained in aloe harvesting | Aloe processing plant operating | Co-operative trained in aloe harvesting. Aloe products are processed by the co-operative | Achieved | Funds were adjusted for construction of Peach and hawker stalls construction of aloe has been catered for 2013/2014 financial year | | R100 400 | R75 514 | | Order for training of co-operative |
| | Pole treatment Plant | To ensure that value is added to our resources | CCA Treating Plant Purchased | Purchase of Plant, construction of Rails and slab for the Plant, Clearance and uprooting of tree studs | Pole Plant has been issued, Rails and slab for the Plant have been constructed and Clearance and uprooting of tree studs done. | Achieved | | | R1 000 000 | R936 500 | | Invoice Agreement between Chris Hani and ULM |
| | Commercial Nursery | To support and contribute towards promoting climatic conditions, global warming and promote sustainability | Construction of additional structure for the nursery | Additional structure constructed | The nursery is operating, the structure has been completed. | Achieved | | | R200 000 | R177 555 | | Orders Invoices Pictures |

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| | | le development | | | | | | | | | | |
| | Peach value | Peach Value economic structure operating | Planting of peach trees, Constructing of Peach value Structure | 1000 trees planted. Structure finished | 1000 peach trees planted access road to the structure constructed and irrigation system purchased . Processing of peach is done by co-operative members | Achieved | | | R 1 200 000 | R570 182 34 | | Appointment letter Order Designs Invoices |
| | Tourism | Increase of tourist visiting the area | Brochure launch and flea market convened | Launch of tourism brochure and flea market | Annual Tourism Event Held and 3000 Tourism brochures developed. Umzimvubu exhibited on tourism indaba held at Durban ICC and 6 tourism signs are erected | Achieved | | | R251 800 | R241 919.98 | | Broacher Orders Album for the event |

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| | Fresh Produce Market | Ensure that there is a market for local produce | Economic infrastructure for Fresh Produce Market constructed | Fresh produce market operating | Structure is being constructed. | | | | R950 000 | R81 226.00 | | Appointment letter |
| | Ploughing | Reduce poverty | 25 wards ploughed | 25 wards ploughed and seedlings delivered | 25 wards ploughed and seedlings delivered. Agricultural show convened for the farmers | Achieved | | | R1 173 391 | R1 150 702 | | Orders and Invoices |
| Good governance | Public participation on LED initiatives and policy awareness | Communities represented on led programmes | Sense of ownership developed | Policy review conducted. Workshop conducted for policy review | Policy review workshop convened, business dinner and breakfast held for both towns for the purpose of LED information dissemination | Achieved | | | Nil | - | | Attendance register Programmes and pictures |
| Municipal financial viability | Monitoring of expenditure trends through proper recording of files | To ensure proper compliance with legislation | Well managed budget for the department and compliance with the municipal policies and national regulations | All budget votes spent accordingly | All budget votes spent accordingly and budget was adjusted during budget adjustment | Achieved | | | Budgeted revenue R86 900 Operational budget R 2 729 714 Capital budget R6 020 924 | Income generated R100 998 Operational expenditure R 2 588 039 Capital expenditure R5 821 | | Orders Invoices |

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6. SPECIAL PROGRAMMES AND COMMUNICATION

| Key Performance Area | Project | SDBIP Objective | Key Performance Indicator | Annual Target | Actual Achievement | Annual Target Achieved/Not Achieved | Reason For Non Achievement | Corrective Measure | Budgeted Amount | Actual Expenditure | Comments and Wayforward | Portfolio of evidence |
|------------------------|------------------------|---|---------------------------|-----------------------------|---|-------------------------------------|----------------------------|--------------------|-----------------|--------------------|-------------------------|-----------------------|
| Basic Service Delivery | Telecom Infrastructure | To provide adequate network coverage at all wards for TV, Radio & cellular phones | Effective network signal | Network average in 22 wards | SABC/Sentech had a presentation to Councillors at a meeting held at Amabhaca Craft Centre held on the 22/01/2013. Further | Achieved | | | 0 | 0 | | |

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| | | | | | processes are in place. | | | | | | | |
| Municipal Transformation | Communication Strategy Review | To align ULM Communication Strat with that of the ANDM and provincial Government | Effective communication of ULM Programmes to the broader community. | 1 Communication Strategy Document adopted by Council | Communication Strategy was adopted by Council on 29 September 2012. | Achieved | | | R 180 000 | R 185 875 | | |
| | DCF/LCF | To enhance inter-government communication in order to promote and market service delivery initiatives | Community Awareness of government programmes and activities | 4 DCF/LCF Meetings | 8 DCF/LCF Meetings were held | Achieved | | | 0 | 0 | | |
| | Adverts & Notices in Electronic & Print media. | To ensure compliance with legislation and promotion of the ULM Brand. | Newspaper cuttings and electronic billboards | 6 Council Notices & 15 Adverts | 34 Adverts & Notices were published in various newspapers | Achieved | | | R150 000 | R156 032.80 | | |

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| | Strategic Plan and Team Building | To promote unity and boost the morale and motivation of staff. | Staff motivation and increased production | 1 Session | Annual Strategic Plan was held | Achieved | | | R 60 000 | R 58 000 | | |
| Local Economic Development | Media Liaison | To bridge the information gap | Continued broadcast by the ANCR | 2 media briefings, 5 radio interviews, 4 Press statements, 3 crises rapid responses, principal talk show | 8 radio talk shows, Talk to your Councillor programme for all ward councillors, live interview of Ratepayers Awards, Mayoral Cup interview | Achieved | | | R 250 000 | R 257 493 | | |
| | Sport, Arts and Culture | To promote sport and unearth the local talent of local artists and cultural initiatives. | MOU and proof of payments | ULM commitment to assist local artists sports and organised cultural groups. | Ingomso Skills & Film Development auditions were held, handover of Mt Ayliff Sport field, transport to Mbizana during Presidential visit, SALGA games in Matatiele, Soccer kit and trophies for local team, | Achieved | | | R 368 326 | R 301 100 | | |

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| | | | | | Mayoral Cup kit, trophies, balls and medals, Catering and transport for Mayoral Cup finals | | | | | | | |
| Good Governance | SPU Events & Programmes | To ensure effective coordination of Municipal | Involve committees through organized formations like youth council, disability forum, women's forum etc. | 9 Calendar Events | Mandela Day was celebrated at 5 different orphanage homes in Mt Frere and Mt Ayliff, Women's day celebrations were held, Heritage day was celebrated at Ncunteni Great Place & at show grounds. 16 days of Activism at Mhlotsheni , Launch of Umzimvubu Women's Forum, Human Rights day celebrations NYDA | Achieved | | | R 350 000 | R 257 883.75 | | |

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| | | | | | Workshop, Vodacom Network meeting, Workers day celebration s & Youth month celebration s | | | | | | | |
| | SPU PROGRAM S | To mobilize the SPU Groups to take charge of their development | Lobby for the targeted groups and let them play an active role | 135 Christmas gifts for elderly, 20 gift toys for hospitalised children, School uniform for 150 learners, MPCC and internet café for the Disabled (Kamvelihle) Coop. Mt Frere Gymnasium | Nelson Mandela birthday celebration s were hosted. Youth Council was launched & inducted, 10 young entrepreneurs were transported to E.L. for business assessment program by FUBCOS, transport people to District, Women's Day Celebrations. Elderly Christmas vouchers for Mt Frere & Mt Ayliff, Back to school | Achieved | | | R 524 000 | R395 819.86 | | |

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| | | | | | campaign for Sikhumbeni, Sibhozweni & Ubuntu Hospice, and Computer equipment for Hopeful Wood cluster disability cooperative internet cafe. | | | | | | | |
| | Stakeholder Mobilization | To mobilize and consolidate all structures of civil society | Harmonious relationship between the Stakeholders and the Municipality. | At least four stakeholders | 3 youth council meetings, 3 Sport Turf meetings, 1 ward clerks meeting, 1 Mt Frere Ratepayers meeting & 1 Women's forum meeting. | Achieved | | | 0 | 0 | | |
| | Council Events and Programmes/ Project Handovers | To ensure coordination and harmonization of council events | Successful events | 9 Project handovers | Aloe Value plant, LED Nursery, Mt Ayliff Sports Turf, and Inauguration 270 Ward Committees. Promotional material for Hero's Walk | Achieved | | | R500 000 | R 505 655 | | |

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| | | | | | against HIV&AIDS , 2 events were held, Councillor branded jackets were procured. | | | | | | | |
| | EXCO Outreach Programme | To reach out to communities in order to get a buy in from the community for ULM programmes and activities | Report on IDP and Budget outreach with communities having participated | 1 IDP & Budget Outreach | Budget & IDP Outreach were held in November 2012 and in May 2013. | Achieved | | | R300 000 | R155 722.43 | | |
| Financial Viability | Branding and Marketing | To create a unique brand that promotes and markets ULM | 5000 Copies of the ULM Newsletter, Website continues to run and is managed | 12 Website monthly subscriptions, diaries and calendars | Printing of newsletter, website subscription, framing of 11 official photos for Mt Frere & Mt Ayliff offices. Diaries and calendars, Uniform for events committee, Mayor's Christmas message in various newspapers, Christmas cards, SABC | Achieved | | | R 650 000 | R 650 102 | | |

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| | | | | | Radio Umhlobo wenene Mayor's slot on the audit outcome, monthly hosting of municipal website. | | | | | | | |
| | Promotional Material | To profile and Market the municipality | Availability of various promotional materials. | 24000 copies of the municipal newsletter, 1000 universal events cards, paraphernalia material | Key rings for Nelson Mandela Day, purchase of flags for both the republic and ULM, 15000 copies of newsletter, 4 municipal branded gazebos, municipal indoor flags with accessories, 130 diaries | Achieved | | | R 350 000 | R 356 480 | | |
| | Clean Audit Report and Budget Management | To ensure full compliance with budget and legislation e.g. MFMA | Well managed budget | All budget votes and grants spent accordingly | | Achieved | | | R3 682 326.00 | R3 348 303.84 | | |

7. CITIZEN AND COMMUNITY SERVICES

| Key Performance Area | Project | SDBIP Objective | Key Performance Indicator | Annual Target | Actual Achievement | Annual Target Achieved/Not Achieved | Reason For Non Achievement | Corrective Measure | Budgeted Amount | Actual Expenditure | Comments and Way-forward | Portfolio of evidence |
|------------------------|------------------------------|---|--|--|--------------------|-------------------------------------|----------------------------|--------------------|-----------------|--------------------|--------------------------|---------------------------------|
| Basic Service Delivery | Driver Fitness | To enforce driver fitness particularly documentation | 12000 vehicles stopped and drivers screened | 12000 vehicles stopped and drivers screened | 16222 | Achieved | N/A | N/A | Nil | Nil | | Monthly Reports & Annual Report |
| | Testing of Driver's License | Provision of driving and learner's licence testing services | 1596 number of applicants tested for driving licenses | 1596 number of applicants tested for driving licenses | 2923 | Achieved | N/A | N/A | R 2 158 393 | R20325 23 Income | | eNaTIS Report (R763) |
| | Testing of Learners license | Provision of driving and learner's licence testing services | 2304 applicants tested for learners licence | 2304 applicants tested for learners licence | 3563 | Achieved | N/A | N/A | | | | eNaTIS Report (R721) |
| | Issuing of Driver's license | Provision of driving licence issuing services | 1200 Driving licences issued | 1200 Driving licences issued | 2515 | Achieved | N/A | N/A | R100'000. | R95'699 | | eNaTIS Report (RD323) |
| | Public Transport enforcement | To do public transport enforcement especially load management | 3600 vehicle checked for load management and documentation | 3600 vehicle checked for load management and documentation | 10370 | Achieved | N/A | N/A | Nil | Nil | | Monthly Reports |

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| | Road Traffic Notices | To increase detection and prosecution of critical road traffic offences | Issuing of 3600 notices to all transgressors | Issuing of 3600 notices to all transgressors | 5403 | Achieved | N/A | N/A | R 400 000 | R 438 192 | | Monthly Reports |
| | Common Operations in traffic law with other law enforcement agencies | To co-ordinate common operations with other law enforcement agencies | 12 special blitzes conducted with other law enforcement agencies | 12 special blitzes conducted with other law enforcement agencies | 25 | Achieved | N/A | N/A | Nil | Nil | | Monthly Reports |
| | Road traffic signs and markings | Erection of road traffic signs and maintenance of road surface markings | Visible road markings | Maintain road markings at least bi-annually | Road Markings done in both towns | Achieved | N/A | N/A | R 150 000 | R 145 857 | | Monthly Reports & Visuals as PoE |
| | | Erection of road traffic signs and maintenance of road surface markings | Visible and compliant road traffic signs | Replace Road traffic signs as and when required | Road signs needing attention maintained | Achieved | N/A | N/A | | | | Monthly Reports & Visuals as PoE |

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|--|-----------------------|---|--|---|---------------------------------|--------------|--|---|-------------|-------------------------------|--|------------------------------------|
| | Vehicle Fitness | To focus on vehicle fitness enforcement | 600 vehicle tested for roadworthy | 600 vehicle tested for roadworthy | 602 | Not Achieved | VTS was not operational for two & half months, the only examiner being sick. | A position for another examiner was created and advertised twice with no success. Two traffic officers are to be sent for Examiner of Vehicle cause for training. | R 100 000 | R 94 720 | | eNaTIS monthly reports |
| | Registering Authority | Vehicle registration and licensing | Maintain 6000 registered and licenced vehicles | Maintain 6000 registered and licenced vehicles | 7040 | Achieved | N/A | N/A | R 843 200 | R1 200 659 Income received | | eNaTIS Live RA Population Register |
| | Council Security | Provide security to council assets | 11 guarding points serviced for 24 hours per day | 11 guarding points serviced for 24 hours per day | 11 guard points serviced | Achieved | N/A | N/A | R 3 400 000 | R 3 404 671 | | Monthly security reports |
| | Animal Pound | Safe keeping of stray animals | Construction a new Mt. Ayliff pound | Construction a new Mt. Ayliff pound and improvements on Mt. Frere Pound | Constructi on still in progress | Achieved | N/A | N/A | R 1 100 000 | R 518 593 | | Pound Structure |
| | | | Maintenance of Mount Frere Pound | Maintenance of Mount Frere Pound | | | | | | | | |

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| | Parking Meters | To improve traffic flow | Six parking meters installed | 6 parking meters | Parking meters purchased | Achieved | N/A | N/A | R 300 000 | R 298 985 | | Parking meters |
| | Domestic Waste Collection | Waste collection services to Mount Frere and Mount Ayliff towns, residential and CBD | Waste collection services to Mount Frere and Mount Ayliff towns, residential and CBD and all suitable properties | To keep Residential, CBD, Business, and all Suitable Properties Clean, Healthy and Safe | The CBD, Residential, business and suitable properties have been kept clean 7 days a week throughout the financial year | Achieved | N/A | N/A | Nil | Nil | | Waste collection operational plan report. Control sheet on refuse removal schedules. |
| | Refuse refusal and transportation | To promote and ensuring effective waste management services | 1264 refuse plastic bags distributed and removed/transported to the waste facilities per day | To provide kerb side collection, refuse removal/transportation to Residential, CBD, Business, and all Suitable Properties | 450 000 refuse plastic bags for Kerb side collection distributed, Refuse have been removed/transported to waste facilities | Achieved | N/A | N/A | R 500 000 | R 498 675.01 | | Contract with supplier and delivery report |
| | Landfill Site Management | Management of (2) Two Landfill facilities and Development 3 Landfill site Cell/working faces | Two Landfill sites facilities managed as per DWAF Minimum Standards | Two Landfill sites facilities managed as per DWAF Minimum Standards and to develop 3 Working faces | Three (3) Cells have developed and Two Waste Facilities | Achieved | N/A | N/A | R 700 000 | R 567 345 | | Visual materials and cell development report |

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|--------------------------|--------------------------|--|---|--|---|----------|-----|-----|-----------|-----------|--|---------------------------------------|
| | Waste Buy Back Centre | Partitioning and extension of Mount Frere Waste Buyback Centre | Temporal Waste Storage Facility for recycling of waste | Partitioning and extension of Mount frere Waste Buy back centre | Waste Buyback centre completed | Achieved | N/A | N/A | R800 000 | R687 678 | | Visual materials |
| | Greening | To beautify our towns through planting of 100 trees and landscaping of two cemeteries and park | Greening and Landscaped open spaces, parks and cemeteries and plating of 100 trees | Greening and Landscaped open spaces, parks and cemeteries and plating of 100 trees | 86 trees were planted, cemetery, public open spaces, and parks maintained | Achieved | N/A | N/A | R200 000 | R 178.291 | | Photos and payments |
| | Library Support services | To render library support services | Sign MOU with DESRAC | Sign MOU with DESRAC | The MOU between the ULM and DESRAC has signed | Achieved | N/A | N/A | R141 000 | R 121 000 | | Payments , Signed MOU , Business plan |
| Municipal Transformation | By-law enforcement | To ensure effective by-law enforcement | Contravention register of transgressors of the municipal bylaws and other pieces of legislation | Execution of 40 street trading by law contravention cases | 183 compliance notices issued | Achieved | N/A | N/A | R 1 000 | R 3 596 | | Monthly reports |
| | | | | Execution of 300 Pound by law contravention cases | 2241 animals impounded | Achieved | N/A | N/A | R 200 000 | R 354 664 | | Pound registers |
| | | | | Execution of 150 Waste by law cases | 155 compliance notices were issued | Achieved | N/A | N/A | Nil | Nil | | Compliance Notices and Register |
| | Burial Records | Provision of record keeping database | Cemetery management system | Data Capturing all burial for two Cemeteries | All Burials were captured in the system | Achieved | N/A | N/A | Nil | Nil | | System Burial record register |

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| | Waste Information Systems | To have quantified waste streams in the Landfill site | Manage waste weighbridge system | Data Capturing of all waste streams | All Waste streams were captured | Achieved | N/A | N/A | Nil | Nil | | Weighbridge Waste Stream information |
| Local Economic Development | Job creation-EPWP-Environmental and social sector | To Create Job opportunities through waste management and Public Safety sectors | 10 trained EPWP beneficiaries enforcing Road traffic law | Road traffic enforcement by 10 trained volunteers | Recruitment complete, | Achieved | N/A | N/A | Nil | Nil | | EPWP Contracts, Payments and attendance Registers |
| | | | 103 EPWP beneficiaries employed under environmental and cultural sector | Recruit 104 EPWP workers | 104 EPWP work opportunities were created | Achieved | N/A | N/A | R 2 496 000 | R 2 496 000 | | |
| Municipal financial viability and management | Clean Audit | To enhance effective financial management | 10% variance in operational expenditure | 10% variance in operational expenditure | R4'826'802 budget '- R4'507'292_ '93%exp. 6.62% Variance | Achieved | N/A | N/A | R 4 826 802 | R 4 507 292 | | 2012/13 Budget Income and Expenditure |
| | | | 80% expenditure on Capital Budget | 80% expenditure on Capital Budget | +R1'810'000. - R1'041'547. 57% exp. 43% Variance | Achieved | N/A | N/A | R 1 810 000 | R 1 041 547 | | |
| Good Governance and public Participation | Community Development services | To contribute towards combatting of crime | Convene four quarterly community safety forum meetings | To have four quarterly community safety meetings | 6 community safety forum meetings held. | Achieved | N/A | N/A | Nil | Nil | | Monthly reports, attendance registers and visuals |

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| | To promote sustainable service delivery through social facilitation | Community mobilization & formation of PSC in 12 projects | Community mobilization and formation of Project steering committee in 12 projects | 02 Local transport forum meetings held. 08 other social facilitation meeting held | Achieved | N/A | N/A | | | | Reports on municipal projects facilitated |
| | To build institutional capacity for disaster management | Report on the forum meeting | To hold one disaster management forum meeting per annum | One Disaster management forum held in March 2013 | Achieved | N/A | N/A | R 105 400 | R 94 918 | | |
| | To provide emergency relief of distress to disaster affected households | Emergency relief to disaster affected households | Provide social relief of distressed to disaster affected households | | Achieved | N/A | N/A | | | | Reports on relief material issued |
| | To bury the unknown and disaster affected people | Pauper Burial as and when need arises | Pauper Burial as and when need arises | One pauper buried | Achieved | | | | | | Report on Paupers |
| | To participate in the commemoration of HIV and AIDS institutionalized days | Participate in Commemoration of World Aids Day, and Candle light memorial events | Participate in Commemoration of World Aids Day, and Candle light memorial events | Transported ULM citizens to World Aid Day commemoration at Ramafole in Matatiele. Jointly ANDM, | Achieved | N/A | N/A | R50'000. | R43'934 | | World Aids Day & Candle light Memorial reports and visuals |

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| | | | | hosted the Candle Light Memorial at Gubuzi Village, Mt. Ayliff. | | | | | | | |
| | To conduct environment management awareness campaigns | Environmental Awareness campaigns | Two Awareness campaign were done | Two Awareness campaigns were done | Achieved | N/A | N/A | Nil | Nil | | Report and visuals |

8. INFRASTRUCTURE AND PLANNING

| Planning | Project | SDBIP Objective | Key Performance Indicator | Annual Target | Actual Achievement | Annual Target Achieved/Not Achieved | Reason For Non Achievement | Corrective Measure | Budgeted Amount | Actual Expenditure | Comments and Way-forward | Portfolio of evidence |
|------------------------|--|---|---|---|--|-------------------------------------|----------------------------|--------------------|-----------------|--------------------|--|----------------------------|
| Basic Service Delivery | Environmental Impact Assessment for Low Cost Township Establishment on Portion of Erf 188 Mt Ayliff. | To make sure that development does not happen in environmentally sensitive areas. | To provide houses in a more sustainable way | To obtain a Record of Decision (ROD) from Environmental Affairs | Environmental Authorisation for Township Establishment | Achieved | | | R 74 100.00 | R 74 100.00 | Planning Unit has prepared an in-house application for approval by the MEC | Invoice and ROD from DeDea |

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| | Sub-division & Rezoning of Portion of Erf 188 Mt Ayliff Commonage (Government Offices & Shopping Mall). | To manage land use in accordance with the townships ordinance 33 of 1934 and town planning scheme. | To manage land use development | To have an approved and registered land portion | To have an approved subdivision and rezoning and register the land portion to the name of the municipality. | Not achieved | Waiting for final approval at the land use board in Bisho | | R 65 417.42 | R 45 792.00 | waiting for MEC approval before registration of the land portion to the Deeds Office | letter of acknowledgement from the MEC and Umzimvubu Council Resolutions |
| | Sub-division & Rezoning of Portion of Erf 188 Mt Ayliff Commonage (Shopping Complex). | To manage land use in accordance with the townships ordinance 33 of 1934 and town planning scheme. | To manage land use development | To have an approved and registered land portion | To have an approved subdivision and rezoning and register the land portion to the name of the municipality. | Not achieved | Waiting for final approval at the land use board in Bisho | | R 91 595.00 | R 74 951.00 | waiting for MEC approval before registration of the land portion to the Deeds Office | Letter of acknowledgement from the MEC and Umzimvubu Council Resolutions |
| | Sub-division & Rezoning of Portion of Erf 188 Mt Ayliff Commonage (Stadium). | To manage land use in accordance with the townships ordinance 33 of 1934 and town planning scheme. | To manage land use development | To have an approved and registered land portion | To have an approved subdivision and rezoning and register the land portion to the name of the municipality. | Not achieved | Waiting for final approval at the land use board in Bisho | | R 50 700.00 | R 35 490.00 | waiting for MEC approval before registration of the land portion to the Deeds Office | Letter of acknowledgement from the MEC and Umzimvubu Council Resolutions |

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| | Sub-division & Rezoning of Portion of Erf 188 Mt Ayliff Commonage (Social Development Offices). | To manage land use in accordance with the townships ordinance 33 of 1934 and town planning scheme. | to manage land use development | to have an approved and registered land portion | to have an approved subdivision and rezoning and register the land portion to the name of the municipality. | Not achieved | waiting for final approval at the land use board in Bisho | | R 81 335.00 | R 64 691.00 | waiting for MEC approval before registration of the land portion to the Deeds Office | Letter of acknowledgement from the MEC and Umzimvubu Council Resolutions |
| | Sub-division & Rezoning of Portion of Erf 351 Mt Frere Commonage (Stadium). | To manage land use in accordance with the townships ordinance 33 of 1934 and town planning scheme. | to manage land use development | to have an approved and registered land portion | to have an approved subdivision and rezoning and register the land portion to the name of the municipality. | Not achieved | waiting for final approval at the land use board in Bisho | | R 47 880.00 | R 33 516.00 | waiting for MEC approval before registration of the land portion to the Deeds Office | Letter of acknowledgement from the MEC and Umzimvubu Council Resolutions |
| | Sub-division & Rezoning of Portion of Erf 351 Mt Frere Commonage (Land Fill Site). | To manage land use in accordance with the townships ordinance 33 of 1934 and town planning scheme. | to manage land use development | to have an approved and registered land portion | to have an approved subdivision and rezoning and register the land portion to the name of the municipality. | Not achieved | waiting for final approval at the land use board in Bisho | | R 47 880.00 | R 33 516.00 | waiting for MEC approval before registration of the land portion to the Deeds Office | Letter of acknowledgement from the MEC and Umzimvubu Council Resolutions |

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| | Sub-division & Rezoning of Portion of Erf 351 Mt Frere Commonage (Government Cluster Offices). | To manage land use in accordance with the townships ordinance 33 of 1934 and town planning scheme. | to manage land use development | to have an approved and registered land portion | to have an approved subdivision and rezoning and register the land portion to the name of the municipality. | Not achieved | waiting for final approval at the land use board in Bisho | | R 65 417.42 | R 45 792.00 | waiting for MEC approval before registration of the land portion to the Deeds Office | Letter of acknowledgement from the MEC and Umzimvubu Council Resolutions |
| | Proposed Township Establishment on Portion of Erf 188 Mt Ayliff Low Cost. | To have a properly planned and pegged township | To provide houses in a more sustainable way | to have an approved township for social housing development | to have an human settlement housing development | Not achieved | the initial contract of a service provider that was appointed to do the township establishment was terminated, planning section had to do the application internally | | R 196 000.00 | R 96 000.00. | Planning Unit has prepared an in-house application for approval by the MEC, and saved up to R 100 000 | Invoice and ROD from Dedeia |
| | Proposed Township Establishment on Portion Erf 188 Mt Ayliff, Ext 3. | To have a properly planned and pegged township | To provide land for development in a more sustainable way | to have an approved township for land development | to have a legally approved land for development | Achieved | | | R 409 670.00 | R 280 370.00 | waiting for approved General Plan from the Surveyor General. | Invoice and Approval from the DFA Tribunal |

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| | Proposed Township Establishment on Portion of Erf 351 Mt Frere, Low Cost (20 sites). | To have a properly planned and pegged township | To provide houses in a more sustainable way | to have an approved and registered land portion | to have an human settlement housing development | Not achieved | Awaiting approval by MEC Local Government & Traditional Affairs (township Board) | | R 102 000.00 | R 86 754.00 | | |
| | | To enhance communication with the community and to ensure consistent uploading of essential municipal documents | | Community that is well informed with municipal activities | | Achieved | | | R50,000.00 | | | |
| | Formalization of Silver City Mt Frere. | To have a properly planned and pegged township | To provide houses and right to tenure in a more sustainable way | to have an approved and registered land portion | to have an human settlement housing development | Not achieved | The service provider was appointed in 2007 and the MEC approval was only obtained in 2013, the surveyor who was originally appointed for the job has since closed | | Grant Fund | Grunt Fund | Planning Section will wait for Adjustment Budget Period | Approval from the Land Use Board |

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| | | | | | | | down, SF and associated request the municipality to revise the fees in order to appoint a new surveyor . | | | | | |
| | Formalization of Santombe | To have a properly planned and pegged township | To provide houses and right to tenure in a more sustainable way | to have an approved and registered land portion | to have an human settlement housing development | Not achieved | R 409 670.00 | R 261 886.00 | R 400 000.00 | R 240 000.00 | Umzimvubu Local Municipality Council to approve the application in order for the service provider to submit the application to the MEC | MANCO Reports |
| Building Section | | | | | | | | | | | | |

| Key Performance Area | Project | SDBIP Objective | Key Performance Indicator | Annual Target | Actual Achievement | Annual Target Achieved/Not Achieved | Reason For Non Achievement | Corrective Measure | Budgeted Amount | Actual Expenditure | Comments and Way-forward | Portfolio of evidence |
|------------------------|-----------------------------|--|--|--|--|-------------------------------------|---|---|-----------------|--------------------|--------------------------|------------------------------|
| Basic Service Delivery | Street Signage Installation | To create an environment that is going to make location of household much more easy. | 152 road signs on each proclaimed road. | 204 single sided street names | 152 double sided street names | Achieved | None | None | R 378 386.00 | R 336 000.00 | None | Payment Certificate , photos |
| | Staff Housing – Phase 1 | To provide for alternative accommodation to municipal staff and or councillor | 136m2 bachelor flats including 9m2 guard house, paving and landscaping | 136m2 bachelor flats including 9m2 guard house, paving and landscaping | 136m2 bachelor flats including 9m2 guard house, paving and landscaping | Achieved | None | None | R 2 500 000.00 | R 2 018 142.30 | None | Final Completion Certificate |
| | Staff Housing Phase 2 | To provide for alternative accommodation to municipal staff and or councillor | 80m2 bachelor flats including 9m2 guard house, paving and landscaping | 80m2 bachelor flats including 9m2 guard house, paving and landscaping | 35% of the annual target | Not Achieved | The contract had to be terminated because of Contractual disputes on rates and the process of | Employment of Local Builders Trade people and purchasing of necessary material and provision of | R 933 861.77 | R 571 587,91 | None | Final Completion Certificate |

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| | | | | | | | project resuscitation | project management in-house | | | | |
| | Installation of high mast | To provide much need lighting to communal settlement & to areas which are currently identified as possible danger to human live | Installation 4 of high masts | Installation of 4 new high masts | Installation of 4 new high masts | Achieved | None | None | R 887 305.00 | R 485 570,30 | None | Final Completion Certificate \photos |
| | Solar geyser installation | To contribute on energy serving and to leverage on the existing opportunity for the community and the poor in particular | Approved funding allocation from DoE\ESKOM | Approved funding allocation from DoE\ESKOM | Advertisement | Not Achieved | The specifications committee could not agree on actual and suitable spec. | It was ultimately decided that the advert should be placed on paper and the department will handle all the clarities that may arise | None | None | The project is a very unique project and it is clear that the supply chain especially the specification committee did not understand how | Appointment letter to the service provider |

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| | | | | | | | | | | | | to approach it. | |
| | Electrification of Public Amenities | To provide for the necessary power for the operations of these amenities | Electricity supply connections to Public amenities | To apply for electrification to 11 public amenities | Reference numbers to all applied municipal amenities have been received | Achieved | None | Application for Eskom power supply should be given a minimum of 12 months of waiting for planning purposes | R 250 000.00 | R 92 250.00 | Eskom applications for power connections are not at all customer friendly | reference numbers | |
| | Rehabilitation & Extension of Mt Ayliff Town | To provide for additional floor space to the existing hall | A revamped hall with additional floor area to accommodate 200 sits and a storage area | A revamped hall with additional floor area to accommodate 200 sits and a storage area | 201m2 total floor area, with a revamped hall which can accommodate approximately 200 sits | Achieved | None | None | R1 500 000.00 | R1 479 932.50 | None | Final Completion Certificate | |

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| | Land administrati on & Building Controls | To ensure complian ce with the National Building Regulation & Building Standard ACT ,103 of 1977 | Exercise building controls on urban development and provision of quality assurance to rural housing | [2500] building inspections.[300] signed happy letters | [3500] building inspections.[550] signed happy letters | Achieved | None | None | None | R 65 000.00 | Travelling for site visits and building inspections should be budgeted for in the future for accounting purposes | Signed happy letters |
| | Building Control Awareness | To promote adherence to building standards | Workshop for the local Builders\councillors on the NBR and Housing subsidy | Workshop for the local Builders\councillors on the NBR and Housing subsidy | Workshop to the Councillors on the NBR and housing subsidy | Achieved | None | None | R 50 000 | R 46 769.00 | None | Invoices, attendance register\photos |
| | Housing Beneficiary Administration | To provide decent human settlement as guided by the Municipal housing voice(MHSP) | Consumer Education, Beneficiary Administration on these areas Rode, Mphemba, Mbodleni, Mnceba, Osborn, Ndarala, Lubacweni, Lubalasi,Silver City, Nqalweni\Matyeni | Consumer Education, Beneficiary Administration on these areas Rode, Mphemba, Mbodleni, Mnceba, Osborn, Ndarala, Lubacweni, Lubalasi,Silver City, Nqalweni\Matyeni | Consumer Education, Beneficiary Administration on these areas Rode, Mphemba, Mbodleni, Mnceba, Osborn, Ndarala, Lubacweni, Lubalasi,Silver City, Nqalweni\Matyeni | Achieved | None | To utilised internship programme to beef up the personnel | DoHS | DoHS | None | Consolidated list of beneficiaries with the ward councillor's stamp. |

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| Municipal Transformation | Skills Development, Operational Manuals and policy development | To continuously improve institutional capacity on both systems and human resources | To organize at least 4 workshops\trainings\conferences. | To organize at least 4 workshops\trainings\conferences. | <p>a)GCC & JBCC training has been done.</p> <p>b) an introduction workshop to Archmap has been organized by the section and has set on the 20\07\2012.</p> <p>c) Information Sharing Workshop on housing policies has been organized.</p> <p>d) A training on an accredited NQF LEVEL 6 short course on Advance Law Enforcement has been organized and successfully done.</p> | Annual Target Achieved | None | None | None | R 62 769.00 | None | Invoices, attendance register\photos |
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| Local Economic Development | Job Creation | To provide job opportunities to a minimum of 25 Local unemployed people | Employment of Local people | Employment of a minimum of 25 local people | Employed 35 local people | Annual target Achieved | None | None | None | R 85/man/day | None | Labour forms\Attendance register |
| Financial Viability | Revenue Generation | To contribute on the revenue generation | Generation of Revenue through building plans | To raise about R110 000 | R 88 571.26 | Not Achieved | Reason for non-achievement has long been identified and it has since been reported to management, Standing committee, exco and the council. The rationality is that a principle a 10% deposits an submission of the building plan and application for approval with the balance having | A recommendation to increase the deposit from 10% to 50% on the first half and a 100% payment on the second half of the financial year on application was made to council and subsequently endorsed as such. This is going to maximize all most all payments to the current | None | None | Application of the council resolutions | Systems generated report |

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| | | | | | | | been paid on collection of the approved plan was adopted by the council. This resulted to the balance being paid on the next financial year especially for applications made on the second half of the financial year. | financial year. | | | | |
| Good Governance & Public Participation | Accountability & stakeholder mobilization | To promote and encourage community participation on municipal planning | Community meetings and community engagements | Accountability and transparency | one public consultative meetings has been held with communities. B) Public notices & information notices has been issued to encourage participation's) Air space on the | Annual target Achieved | None | None | Budgeted for by SP & Communications | R 5000.00 | Community radio provides a wide range of public dialogue and it is envisaged that this platform should be used at-least Quarterly | Communication notices, photos, attendance registers and proof of purchase of air time |

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| | | | | | community radio station to communicate by-laws and the NBR,s | | | | | | | |
| Maintenance | | | | | | | | | | | | |
| Key Performance Area | Project | SDBIP Objective | Key Performance Indicator | Annual Target | Actual Achievement | Annual Target Achieved/Not Achieved | Reason For Non Achievement | Corrective Measure | Budgeted Amount | Actual Expenditure | Comments and Way-forward | Portfolio of evidence |
| Basic Service Delivery | Repairs and Maintenance of Municipal Building | To improve on a turn-around time in fixing and identified faults to avoid disrepair of municipal buildings | Make sure that the municipal buildings are well maintained all the time. | | Repairs and Maintenance of Municipal Building | Achieved | None | None | R 550 000.00 | 549 998.44 | | Photo's for work done, Payment |
| | Repairs and Maintenance of Streets | To make sure that every streets are maintained very well for both towns and are drivable with a minimum acceptable standards or with no potholes. | Make sure that well patch potholes, maintain the re-gravelling streets within the town | | | Not Achieved | The contract or appointed to construct the street in Mt Frere didn't finish the construction of street due to the lack of plant available to | Requested the contract or to find another plant hire in order to complete the works. | R 450 000.00 | R 331 104.19 | | Photo's for work done, Payment |

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| | | | | | | | construc tion | | | | | |
| | Repairs and Maintenance of Streetlights | Make sure that all street light are working at night | To make sure that all streetlight for both towns are working at night | | | Achieved | None | None | R350 000.00 | R349 620.90 | | Photo's for work done, Payment |
| | Repairs and Maintenance of Plant and Vehicles | Make sure that all municipal vehicle and plant are well maintain and service | Make sure that the plant and vehicle are well maintained and the standby generator are working very well | | | Not Achieved | Standby Generator are not working due to the unforeseen mechanical aspects | Requested the service provider who supply the generators to give us the quotation to fix the generator | R 200 000.00 | R155 975.63 | | Service report |
| | Construction of Mount Ayliff Trading Facility Phase 1 | To provide project management by ensuring quality of workmanship and monitoring site. | Site visit reports, project progress reports, expenditure report, site meeting. | | | Achieved | None | None | R2 105 000.00 | R 2 102 093.20 | | Photos, Payment, labour Forms, Site Minutes and completion Certificate |

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| Municipal Transformation | Compliance with applicable policies and acts - CIDB, DORA, MFMA | To comply with CIDB regulations, MFMA and MIG conditions (DORA) | Using tender document that complies with CIDB prescripts and regulations. | Clean audit report | Using approved CIDB tender document and complying with MFMA and DORA Conditions . Supply chain processes are followed and only implementing projects identified in the municipal IDP. | Achieved | None | None | None | None | | Tender Document |
| Local Economic Development | Promoting SMME's Development and employment of local labour | Facilitate provision of Jobs for SMME's and contribute towards job creation for the unemployed through maintenance of municipal infrastructure. | Providing labour forms to service providers. Monitoring the completion and submission of the forms on a monthly basis. Submit reports on labour employed | | | Achieved | None | None | None | None | | Completed labour forms, daily attendance register |

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| Financial Viability | Budget Control on all maintenance projects in accordance with the municipal systems | To maintain the municipal infrastructure through proper budget planning and implementation | Well managed budget for the department and compliance with the municipal policies and National Regulations | | | Achieved | None | None | R 3 716 126.18 | R 3 515 896.91 | | Expenditure Report |
| Good Governance | Improved public participation, community involvement and project management. | To ensure community involvement and public participation in all maintenance projects | Attend project meetings where the community is represented and involved | | | Achieved | None | None | None | None | | Minutes of the meeting, Attendance Register |
| | | | | | | | | | | | | |
| Project Management Unit | | | | | | | | | | | | |
| Key Performance Area | Project | SDBIP Objective | Key Performance Indicator | Annual Target | Actual Achievement | Annual Target Achieved/Not Achieved | Reason For Non Achievement | Corrective Measure | Budgeted Amount | Actual Expenditure | Comments and Wayforward | Portfolio of evidence |
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| Basic Service Delivery | Mvakomzi Access Road | To ensure provision of adequate access road to the community in a sustainable manner. | Construction of 5km of gravel Access Road. Project implemented within the approved budget. | To complete all 5km of gravel access road | 5km of gravel access road is 100% complete | Achieved | | | R1 312 027.99 | R1 177 032.35 | | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate. |
| | Betshwana Community hall | To provide social infrastructure in terms of building community hall. | Construction of Betshwana Community Hall - 273 m ² | To successfully complete the community hall on time and within the budget | Betshwana Community Hall is 100% complete | Achieved | | | R1 363 648.85 | R1 273 926.56 | | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate. |
| | Ext Mfulamkulu Access Road | To ensure provision of adequate access road to the community in a sustainable manner. | Construction of 1.1 km of access road. Road implemented within the approved budget | Road to be completed on time and within the budget | 1.1 km of gravel access road is 100% complete | Achieved | | | R601 797.37 | R563 072.39 | | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate. |

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| | Cluster 1 Road Maintenance | To ensure provision of adequate road maintenance | Maintenance of 34.9 km of Access Road. Project implemented within the approved budget | To complete all 34.9 km of road maintenance projects identified in the IDP document | 30.1 km's have been completed. Project is 90% complete. | Not Achieved | Project Progress on site was very slow, Contract or removed the machinery on site without the consent of the municipality. | Municipality wrote the Contract or a letter instructing him to move the machinery back to site and expedite the progress on site. Penalties will be effected for not completing the project on time. | R2 387 618.79 | R1 675 711.93 | Contractor is on site working, finalising the last road (Ngwegweni road). Project is expected to be complete before end July 2013. | Notice letter, Project Photos, Monthly Reports, Payment Certificates and site attendance register. |
| | Tela and Luxwesa Road Maintenance | To ensure provision of adequate road maintenance | Maintenance of 7.47 km of Access Road. Road implemented within the budget | To complete all 7.47 km of road maintenance projects identified in the IDP document. | 4.3 km's have been completed. Project is 85% complete. | Not Achieved | The project progress on site was very slow and Contract or abandoned the site and the Municipality terminated the contract. | Another service provider was appointed by the Municipality to complete the outstanding works. | R613 106.82 | R215 374.02 | Contractor is on site; Luxwesa road is complete and busy finalising Tela road. Project expected to be complete before end July 2013. | Termination letter, Order Number issued to complete the outstanding works, site attendance register, Progress payment certificates and Monthly reports and Project Photos. |

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| Municipal Transformation | Compliance with applicable policies and acts - CIDB, DORA, MFMA | To comply with CIDB regulations, MFMA and MIG conditions (DORA) | Using tender document that complies with CIDB prescripts and regulations. | Clean audit report | Using approved CIDB tender document and complying with MFMA and DORA Conditions . Supply chain processes are followed and only implementing projects identified in the municipal IDP. | Achieved | | | | | | Tender document |
| | Proper Project Planning | Ensuring that projects are completed on time and within the budget. | Proper Project Planning using three project management constraints; time, scope and cost | Ensure that projects are completed within the stipulated time frames. | Three out of five projects are completed on time | Not Achieved | Two Projects still under construction | Contractors expected to complete the works before end July and Contractors to submit their claims after the projects are complete. | | | | Monthly Reports |

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| Local Economic Development | Employment of local labour | To continuously contribute towards job creation for the unemployment through the construction and maintenance of access roads and community hall. | Infuse EPWP job creation requirements on all implemented projects. Providing labour forms to the contractor. | To create 110 jobs opportunities | More than 110 jobs opportunities were created | Achieved | | | | | | In 2013/14 financial year, Municipality must employ EPWP data capturer | Labour forms and monthly reports |
| | Promoting SMME's Development | Provision of jobs for SMME's | To create jobs and promoting SMME development | To employ four SMME's | Five SMME's employed | Achieved | | | | | | | Appointment letters |
| Financial Viability | Budget Control on all projects | Ensure proper budgeting and budget control. Comply with MFMA. | Implement projects identified in the municipal IDP. Prepare monthly project expenditure. | All projects must be completed within the allocated budget of R6 278 402.45 | Because of some problems encountered on site, only managed to spend 78% of the allocated budget. | Not Achieved | Two projects still under construction | Contractors expected to complete the works before end July and Contractors to submit their claims after the projects are complete. | R6 278 402.45 | R4 905 117.25 | Letters were written to them to speed up the progress on site and they promised to finish up the works before end July. | Notice letter, Monthly reports | |

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| Good Governance | Public Participation and Project Implementation | Ensure involvement of local communities on all projects undertaken by the Municipality | Formation of Project Steering Committee through ward councillor. Ensure signature of ward councillor and Chairperson PSC on each progress payment certificate and checking whether signatures are authentic. | Involvement of local communities throughout the project. Local Communities well informed of the project scope of works. | All projects have project steering committee and monthly site meetings are sitting with the steering committee. | Achieved | | | | | | Site Attendance Register, Monthly Reports and Signed Payment Certificates |
| Key Performance Area | Project | SDBIP Objective | Key Performance Indicator | Annual Target | Actual Achievement | Annual Target Achieved/Not Achieved | Reason For Non Achievement | Corrective Measure | Budgeted Amount | Actual Expenditure | Comments and Way-forward | Portfolio of evidence |
| Basic Service Delivery | Mt Ayliff internal streets surfacing Phase 3 | To ensure provision of adequate surfaced internal streets to the community in a sustainable manner. | Construction of 3km of surfaced Internal streets. Project implemented within the approved budget. | To complete all 3km of gravel access road | The project is 45% stage complete due to late award. | Not Achieved | The project awarded late January 2013 the Duration of the contract roll over to this financial year. | | 10,000,000.00 | R 3 745 756.52 | Application for roll over funding by NT has been done as the funded by MIG the duration will end by end October 2013. | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate. |

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| | Mt Frere internal streets surfacing Phase 3 | To ensure provision of adequate surfaced internal streets to the community in a sustainable manner. | Construction of 3km of surfaced Internal streets. Project implemented within the approved budget. | To complete all 3km of gravel access road | The project is 30% stage complete due to late award. | Not Achieved | The project awarded late January 2013 the Duration of the contract roll over to this financial year. | | 10,000,000.00 | R 6 681 263.72 | Application for roll over funding by NT has been done as the funded by MIG the duration will end by end October 2013. | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate. |
| | Construction of Mt Ayliff Multipurpose centre | To provide social infrastructure in terms of social infrastructure like: tennis courts; swimming pools; basketball courts; pool change rooms; soccer fields seating; cricket practice nets etc. | Construction of Multipurpose centre | To successfully complete the multipurpose centre on time and within the budget | Construction of the centre is underway after appointment of the service provider. | Not Achieved | The project awarded beginning May 2013 the Duration of the contract roll over to this financial year. | | 6,431,000.00 | R 1 553 571.66 | Application for roll over funding by NT has been done as the funded by MIG the duration will end by end October 2013. | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate. |
| | Construction of Mt Frere Sophia recreational Park | To provide social infrastructure in terms of social | Construction of Multipurpose centre | To successfully complete the recreational park on time and within the budget | Sophia recreational park is 70% complete | Not Achieved | The project awarded beginning of November 2012 | | 8,764,237.66 | R 4 559 715.64 | Application for roll over funding by NT has been | Progress Payment Certificates, Monthly Reports, Project Photos, |

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| | | infrastructure like: tennis courts; swimming pools; wedding chapel; pool change rooms; games room; internet facility etc. | | | | | the Duration of the contract roll over to this financial year. | | | | done as the funded by MIG the duration will end by end August 2013. | Site attendance Register and Practical Completion Certificate . |
| | Mbodleni Community hall | To provide social infrastructure in terms of building community hall. | Construction of Mbodleni Community Hall - 273 m ² community hall; three pit toilet block; 250m fencing and full electrification | To successfully complete the community hall on time and within the budget | Mbodleni Community Hall is 98% complete | Achieved | | | R 1 504 955.49 | R1 273 926.56 | Busy finalising with mbodleni school to link electricity connection. | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate . |
| | DLTC Building | To provide social infrastructure in terms of building DLTC. | Construction of DLTC Building - 107 m ² | To successfully complete the DLTC Building on time and within the budget | DLTC Building is 100% complete | Achieved | | | R 954 231.50 | R 862 024.46 | | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate . |

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| | Electrification programme | To provide basic infrastructure in terms of providing electricity connections to 3233 households connections | 3233 Households electricity connections | To successfully complete household connections on time within budget. | Households connection are 98% complete | Achieved | They busy finalising installation of meters to be able to finalise energising | | R 30 000.00 | R 30 000.00 | All other work complete busy finalising meters for energising the project. | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate. |
| | Nomkholokoto to Sfolweni Access Road | To ensure provision of adequate access road to the community in a sustainable manner. | Construction of 7 km of access road. Road implemented within the approved budget | Road to be completed on time and within the budget | 7 km of gravel access road is 90% complete | Not Achieved | | | R 2 420 082.44 | R 1 729 102.10 | Contractor is on site working, finalising headwalls. Project is expected to be complete mid-August 2013. Penalties will be charged on this contract | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate. |

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| | Ext Mfulamkulu Access Road | To ensure provision of adequate access road to the community in a sustainable manner. | Construction of 6,2km of access road. Road implemented within the approved budget | Road to be completed on time and within the budget | 6,2km of gravel access road is 90% complete | Not Achieved | | | R 1 925 049.07 | R 1 362 919.65 | Contract or is on site working, finalising headwalls. Project is expected to be complete mid-August 2013. Penalties will be charged on this contract | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate. |
| | Cluster 2 Road Maintenance | To ensure provision of adequate road maintenance | Maintenance of 21.9 km of Access Road. Project implemented within the approved budget | To complete all 21.9 km of road maintenance projects identified in the IDP document | 21.9 km's have been completed. Project is 90% complete. | Not Achieved | At some point the project was on hold due to unavailability of the borrow pit as on of the chief demand some money for the borrow pit to be utilised. | A letter was written to political interference regarding this issue. | R 2 400 886.61 | R 1 882 654.33 | Contract or busy establishing on site working, finalising the last road (Mhlokwana to Zweliots ha road). Project is expected to be complete before end August 2013. | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate. |

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| | Lubhacwen i Access Road Maintenance | To ensure provision of adequate road maintenance | Maintenance of 7.0km of Access Road. Road implemented within the budget | To complete all 7km of road maintenance projects identified in the IDP document. | 7km's have been completed. Project is 100% complete. | Achieved | | | R 1 081 855.78 | R 966 954.94 | | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate. |
| Municipal Transformation | To provide relevant training within PMU section | To train 5 number of people within PMU | 5 Number of individuals will be trained with relevant skills within PMU | To complete training 5 number of individuals with relevant skills | 40 Number of individuals successfully trained on occupational health and safety induction training within our project | Achieved | | | R 100 000.00 | R 100 000.00 | | Accredited training certificates |
| Local Economic Development | Creation of job opportunities within our projects and award project within our SMME's | To create 100 number of employment opportunities within our projects and 14 number of SMME's to be awarded projects | 100 number of individuals will be benefitted employment opportunities within our projects and 14 SMME's awarded projects | 100 individuals to benefit employment within our projects and 14 SMM's to be awarded projects | 200 individuals benefitted jobs opportunities within our projects and 15 SMME's awarded projects within | Achieved | | | | | | Labour forms and letter of appointments |

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| Financial Viability | Budget Control and administration and clean audit | Ensure proper budgeting and budget control. Comply with MFMA. | Implement projects identified in the municipal IDP. Prepare monthly project expenditure. | All projects must be completed within the allocated budget of R82 795 000.00 | Because of some problems encountered on site, only managed to spend 92% of the allocated budget. | Not Achieved | MIG projects still under construction | | R 82 795 000.00 | R 76 302 789.27 | Most MIG projects still under construction due to late awards | Monthly payments certificates |
| Good Governance | Public Participation and All project meet compliance in terms of legislation and assist other departments on their projects to meet compliance | Ensure involvement of local communities on all projects undertaken by the Municipality and all projects tender documents follow NEMA standards ; CIDB standards ; COLTO standards ; OSH ACT standards etc. | Formation of Project Steering Committee through ward councillor. Ensure signature of ward councillor and Chairperson PSC on each progress payment certificate and checking whether signatures are authentic and all tender documents to be CIDB standardised document whether civil or building work document. | Involvement of local communities throughout the project. Local Communities well informed of the project scope of works and all documents to be CIDB standard document. | All projects have project steering committee and monthly site meetings are sitting with the steering committee and all documents are CIDB standard. | Achieved | | | | | | Site Attendance Register, Monthly Reports and Signed Payment Certificates and CIDB tender document and letter of request for assistance from other departments. |
| Key Performance Area | Project | SDBIP Objective | Key Performance Indicator | Annual Target | Actual Achievement | Annual Target Achieved/Not Achieved | Reason For Non Achievement | Corrective Measure | Budgeted Amount | Actual Expenditure | Comments and Way-forward | Portfolio of evidence |
| Basic Service Delivery | Esseck Farm Access | To ensure provision | Construction of 4.0km of gravel Access | To complete all 4.0km of gravel access | 4.0km of gravel access | Achieved | | | R 1 011 482.96 | R 931 539.18 | | Progress Payment Certificate |

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| | Road | of adequate access road to the community in a sustainable manner. | Road. Project implemented within the approved budget. | road | road is 100% complete | | | | | | | s, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate . |
| | Qoqa Community hall | To provide social infrastructure in terms of building community hall. | Construction of Qoqa Community Hall - 273 m ² | To successfully complete the community hall on time and within the budget | Qoqa Community Hall is 100% complete | Achieved | | | R 1 491 084.35 | R 1 398 670.65 | | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate . |
| | Qumrha Access Road Maintenance | To ensure provision of adequate access road to the community in a sustainable manner. | Maintenance of 4.97 km of access road. Road implemented within the approved budget | Road to be completely maintained on time and within the budget | 4.97 km of gravel access road maintenance is 100% complete | Achieved | | | R 894 748.52 | R 712 722.80 | | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate . |

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| | Cluster 3 Road maintenance | To ensure provision of adequate road maintenance | maintenance of 36.2 km of Access Road. Project implemented within the approved budget | To complete all 36.2 km of road maintenance projects identified in the IDP document | 25.4 km's have been completed. Project is 70% complete. | Not Achieved | Project Progress on site was very slow due to poor performance by the contractor. | Municipality wrote the Contract or a letter instructing him to expedite the progress on site. Penalties will be effected for not completing the project on time. | R 2 422 798.44 | R 1 272 572.56 | Contractor is on site working, finalising the last road (Mangqamzeni-Mnxekazi access road). Project is expected to be complete before end July 2013. | Notice letter, Project Photos, Monthly Reports, Payment Certificates and site attendance register. |
| | Susa-Matyholweni Access Road | To ensure provision of adequate access road to the community in a sustainable manner. | Construction of 6.8 km of access road. Road implemented within the approved budget | Road to be completed on time and within the budget | 6.8 km of gravel access road is 100% complete | Achieved | | | 2340234.99 | 2161634.06 | | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate. |

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| | Chwebeni Access Road & Bridge | To ensure provision of adequate access road to the community in a sustainable manner. | Construction of 5.5km of access road & bridge implemented within the approved budget | Road to be completed on time and within the budget | 5.5km of gravel access road is complete, only the bridge is outstanding | Not Achieved | The bridge had to be re-designed by consultants as it was deemed under-designed after heavy rains and massive soil erosion. | Designs from the consultants will be available by end July 2013, because of budget shortfalls, for construction to commence on site. | 2503717.2 | 1959837.76 | Consultants are busy with the final touches on the designs. | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register. |
| | Mpungulelwenini Access Road & Bridge | To ensure provision of adequate access road to the community in a sustainable manner. | Construction of 2.3km of access road & bridge implemented within the approved budget | Road to be completed on time and within the budget | 2.3km of gravel access road and bridge is complete, only the bridge is outstanding | Not Achieved | The contractor had some delays on the project as he could not provide plant for excavations | Contractor was assisted and Plant is on site and the contractor is to expedite progress .. | R1 658 097.24 | R1 120 767.66 | Penalties are charged on the project for late completion set to be End July 2013 | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register. |
| | Magwaca Nabinja-Qwidlana Clinic Access Road | To ensure provision of adequate road maintenance | maintenance of 6.6km of Access Road. Road implemented within the budget | To complete all 6.6km of road maintenance projects identified in the IDP document. | 6.6km's have been completed. Project is 100% complete. | Achieved | None | None | R 1 973 705.10 | 1797687.03 | | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate |

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| | Betlehem Tolo via Kuyasa KuJokazi Access Road | To ensure provision of adequate road infrastructure | Maintenance of 5.5km of Access Road. Road implemented within the budget | To complete all 5.5km of road maintenance projects identified in the IDP document. | 5.5km's have been completed. Project is 100% complete. | Achieved | None | None | 1729181.6 | 1567095.76 | | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate |
| Municipal Transformation | Compliance with applicable policies and acts - CIDB, DORA, MFMA | To comply with CIDB regulations, MFMA and MIG conditions (DORA) | Using tender document that complies with CIDB prescripts and regulations. | Clean audit report | Using approved CIDB tender document and complying with MFMA and DORA Conditions. Supply chain processes are followed and only implementing projects identified in the municipal IDP. | Achieved | None | None | | | | Tender document |

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| | Proper Project Planning | Ensuring that projects are completed on time and within the budget. | Proper Project Planning using three project management constraints; time, scope and cost | Ensure that projects are completed within the stipulated time frames. | Six out of nine projects are completed on time | Achieved | None | None | | | | | Monthly Reports |
| Local Economic Development | Employment of local labour | To continuously contribute towards job creation for the unemployment through the construction and maintenance of access roads and community hall. | Infuse EPWP job creation requirements on all implemented projects. Providing labour forms to the contractor. | To create 55 jobs opportunities | More than 55 jobs opportunities were created | Achieved | None | None | | | | | Labour forms and monthly reports |
| | Promoting SMME's Development | Provision of jobs for SMME's | To create jobs and promoting local SMME development | To employ two local SMME's | Five SMME's employed | Achieved | None | None | | | | | Appointment letters |
| Financial Viability | Budget Control on all projects | Ensure proper budgeting and budget control. Comply with MFMA. | Implement projects identified in the municipal IDP. Prepare monthly project expenditure. | All projects must be completed within the allocated budget of R14 799 952.89 | Because of some problems encountered on site and retention monies, we managed to spend 86% of the allocated budget. | Achieved except that projects have long contact periods | All funds were fully committed and only because of nature of the projects had to go through next | Contractors expected to complete the works within first quarter of next financial year. | R14 799 952.89 | R12 692 794.50 | Letters were written to them to speed up the progress on site and they promised to finish up the works | | Notice letter, Monthly reports |

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| | | | | | | | financial year | | | | before end July. | |
| Good Governance | Public Participation and Project Implementation | Ensure involvement of local communities on all projects undertaken by the Municipality | Formation of Project Steering Committee through ward councillor. Ensure signature of ward councillor and Chairperson PSC on each progress payment certificate and checking whether signatures are authentic. | Involvement of local communities throughout the project. Local Communities well informed of the project scope of works. | All projects have project steering committee and monthly site meetings are sitting with the steering committee. | Achieved | | | | | | Site Attendance Register, Monthly Reports and Signed Payment Certificates |
| | Magwaca Nabinja-Qwidlana Clinic Access Road | To ensure provision of adequate road maintenance | Maintenance of 6.6km of Access Road. Road implemented within the budget | To complete all 6.6km of road maintenance projects identified in the IDP document. | 6.6km's have been completed. Project is 100% complete. | Achieved | None | None | R 1 973 705.10 | R 1 797 687.03 | | Progress Payment Certificates, Monthly Reports, Project Photos, Site attendance Register and Practical Completion Certificate |
| | Bethlehem Tolo via Kuyasa KuJokazi Access Road | To ensure provision of adequate road maintenance | Construction of 5.5km of Access Road. Road implemented within the budget | To complete all 6.6km of road maintenance projects identified in the IDP document. | 5.5km's have been completed. Project is 100% complete. | Achieved | None | None | R 1 729 181.60 | R 1 567 095.76 | | |

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| | | nce | | | | | | | | | | |
| Municipal Transformation | To provide relevant training within PMU section | To train 5 number of people within PMU | 5 Number of individuals will be trained with relevant skills within PMU | To complete training 5 number of individuals with relevant skills | 40 Number of individuals successfully trained on occupational health and safety induction training within our project | Achieved | None | None | R 100 000.00 | R 100 000.00 | | Accredited training certificates |
| Local Economic Development | Creation of job opportunities within our projects and award project within our SMME's | To create 100 number of employment opportunities within our projects and 14 number of SMME's to be awarded projects | 100 number of individuals will be benefitted employment opportunities within our projects and 14 SMME's awarded projects | 100 individuals to benefit employment within our projects and 14 SMM's to be awarded projects | 200 individuals benefitted jobs opportunities within our projects and 15 SMME's awarded projects within | Achieved | None | None | | | | Labour forms and letter of appointments |
| Financial Viability | Budget Control and administration and clean audit | Ensure proper budgeting and budget control. Comply with MFMA. | Implement projects identified in the municipal IDP. Prepare monthly project expenditure. | All projects must be completed within the allocated budget of R82 795 000.00 | Because of some problems encountered on site, only managed to spend 98% of the allocated | Achieved | MIG projects still under construction due to different problems | | R 82 795 000.00 | R 76 302 789.27 | Most MIG projects still under construction due to late awards | Monthly payments certificates |

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| | | | | | budget. | | | | | | | |
| Good Governance | Public Participation and All project meet compliance in terms of legislation and assist other departments on their projects to meet compliance | Ensure involvement of local communities on all projects undertaken by the Municipality and all projects tender documents follow NEMA standards ; CIDB standards ; COLTO standards ; OSH act standrds etc | Formation of Project Steering Committee through ward councillor. Ensure signature of ward councillor and Chairperson PSC on each progress payment certificate and checking whether signatures are authentic and all tender documents to be CIDB standardised document whether civil or building work document. | Involvement of local communities throughout the project. Local Communities well informed of the project scope of works and all documents to be CIDB standard document. | All projects have project steering committee and monthly site meetings are sitting with the steering committee and all document are CIDB standard. | Achieved | None | None | | | | Site Attendance Register, Monthly Reports and Signed Payment Certificates and CIDB tender document and letter of request for assistance from other departments. |

