

Chapter 1

MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

Component A



Mayor's Forward

Vision

The core existence of the Zululand District Municipality in line with the numerous forms of legislations, especially the Constitution of the Republic of South Africa, is to improve the quality of life of our communities by providing and fast-tracking access to services like water and sanitation.

Key Service Delivery Improvements

Even on this current financial year, our core function and focus has not changed. We are still concerned about the provision of clean portable water and sanitation to about one million residents of the Zululand District Municipality.

As a Mayor, I am aware of the critical backlogs in the provision of water and sanitation which is due to inadequate funding from MIG. ZDM's intention is to eradicate these backlogs, but in order to attain that, we need at least about R3.2 billion more for our water schemes.

A few years ago I started an LED programme whereby income generating projects within all our 89 wards are funded to the tune of R60 000 per ward. There is also a budget set aside to fund income-generating widows and orphans clubs in all our 89 wards to the tune of R20 000 per ward. We plan to continue with these two programmes as they are making a difference in the lives of the poorest of the poor within our communities.

Public Participation

Also in an attempt to resolve all water-related problems, on the 4th August, this year, I hosted the ZDM Water Summit 2012 at Nongoma, where all stakeholders involved in the provision of water within our district, met and shared ideas on how this crisis could be averted.

Again I want to assure you that we will continue to strive to be a corrupt-free and well-run District Municipality as we have done in the past years. Our achievements in the past years regarding financial management were no co-incident but came into being as a result of our good financial management systems which we put in place, systems that makes it easier to spot any wrong doing.

This has also enabled us to get good audit reports. It is now history that for the past consecutive 11 years our District Municipality has received unqualified audit reports from the Auditor-General.

Future Action

Despite all this, ZDM is trying its best to correct this situation. To demonstrate our determination and commitment in solving water-related problems, out of our total budget of R829 648 886-million for the 2012/2013 financial year, a large chunk of the Capital Budget of R398-million will be utilised for the provision of water and sanitation. We are also speeding up the construction of 10 Regional Water Schemes namely: Nkonjeni, Usuthu, Mandlakazi, Khambi, Hlahlindlela, Simdlangentsha West, Simdlangentsha Central, Simdlangentsha West, Mkhuze and Coronation regional water schemes.

Conclusion

The District Municipality's primary functions, other than the provision of water and sanitation, include municipal health, tourism and Local Economic Development (LED), disaster management, good governance, as well as, community and social services. We want to continue providing all these municipal functions to our communities.

VZ Kamagwaza-Msibi

MAYOR: ZULULAND DISTRICT MUNICIPALITY

The municipality's financial year has come to an end and, the people of the district of Zululand once again; through their local government representatives; are taking stock of the work done during the year. The head of the municipality is the mayor and the speaker only reports in relation to the activities of council.

We indeed applaud the good work he has done during the financial year. We have seen good practices of service delivery and those of governance under the shrewd leadership of the mayor Cllr. V Z KaMagwaza-Msibi.

It is meet to report that the Zululand District Municipality's Council of the People has, within the reasonable policy, by-law (legislative), financial resources and other resources available, took the necessary steps to ensure the progressive realisation of the objects of local government within its area of jurisdiction.

As a council within the local sphere of government our functioning should provide the district level macro environment to achieve the following objects:

1. Provision of democratic and accountable government for local communities;
2. Ensuring the provision of services to our communities in a sustainable manner;
3. Promotion of the developmental socio-economic environment;
4. Promotion of a safe and healthy environment; and
5. Encouraging the involvement of communities and community organisations in the matters of local government.

Council has; in line with its right to govern in its own initiative, the local government affairs of its community subject to the Republic's policy as provided for in our Constitution and applicable legislation; met as required by its policy direction and, has taken the necessary policy decisions to ensure the achievement of these objects. Council Structures of Council have met as follows: Council : 11 times, Executive Committee: 8 times, Portfolio Committees: 17 times (excluding meetings including delegates of other municipalities-for example, the sports council of the district), the Audit Committee: 6 times and the District Co-ordinating Committee which is headed by the mayor of the district municipality has met as required. The municipality has also participated in the organised local government formations as permitted by law of the Republic. Thus, the structures of council are doing their work for the benefit of the people of the district.

I am also pleased to report that the level of attendance at meetings has on average been good, save for a few exceptions. We have also noted with regret the resignation of councillor Bunge from the Abaqulusi Municipal Area due to ill health. His skills will be missed. We hope his rest from public life will help improve his health and that he will be available to his local community and the district whenever he is able to assist for the good of the people.

This council has passed its Integrated Development Plan (IDP), Budget and the Water Services Development Plan (WSDP) to ensure service delivery within its mandate. We have seen the mayor of the Zululand District Municipality (ZDM) delivering projects in line with this plan of action. We have seen local economic development projects mushrooming in our district. One of these is the huge development coming up at the Mona Area. We have seen; inter alia; poverty alleviation projects, widows and orphans projects, the resuscitation of the Prince Mangosuthu Airport and its potential to breath life into the economy of the district. As always, Honourable KaMagwaza-Msibi is leading the ship of progressive government for our people.

It is also important to note the efforts by the mayor of the district to ensure that the people of the District have the democratic and accountable government. The IDP, Budget and service delivery road-shows have shown this. The doors of the district municipality have always been open to councillors, members of the community and community structures whenever they wanted answers about service delivery. The municipality has responded to their concerns, especially those of water delivery. Decisions have been taken by council to ease the resolution of such matters. One example of this is the approval of the establishment of stand-alone water schemes to fast-track service delivery in areas that are remote to our regional water schemes and, in this way ensuring that people have responsive government.

We also saw the holding of the District Water Indaba which included every formation and leadership structure in our district. The Indaba was held at Nongoma and helped a lot to promote accountability and democracy for the betterment of service delivery.





Service delivery is accompanied by the use of the money of the people to deliver services. This council has seen the receipt of unqualified audit reports for so many financial years. We expect it for this financial year as we received it in the year of reporting. The drive to the clean audit report goes on as we have received reports that say the matters that prevented us from getting it in the previous year of reporting have either been sorted out or are being sorted out. We commend the Mayor and her executive as well our administration for their commitment. This council is proud to lead a government that uses the money of the people only for the benefit of their cause.

Our mayor is known for her anti-corruption stance. Council received reports of theft of cheques from the municipality. We noted the stance taken by our mayor to ensure transparency, investigation and prosecution of those involved. We have also seen the return of some of the money as the council, led by the mayor, believe the bank was also negligent by cashing the cheques unlawfully. It is trite to report that it is this municipality's control measures and its checks and balances that ensured that the corruption practice is caught and those responsible prosecuted. We wait to see to the prosecution of all involved.

To the tireless mayor of the ZDM, the Councillors and the Administration of our municipality, their good work is applauded. To the people of the district their support does not go unnoticed. Our collective effort will ensure that the council of the district does well to provide an environment that is conducive to service delivery. Indeed we collectively provide service delivery through integrity. This municipal council is the people's choice, their voice and their future. Being fortunately under the leadership of a humble, servant of the people, who is committed to transparent and accountable government, determined to fight against corruption and to uplift our communities, we shall deliver the much needed SERVICES TO OUR PEOPLE THROUGH INTEGRITY- Aluta Continua.

Cllr. Mpiyakhe Hlatshwayo

1.1 MUNICIPAL MANAGER'S OVERVIEW

It is with great pride that I report that a lot was achieved by Zululand District Municipality (ZDM) in this financial year.

As a water delivery municipality, ZDM has established 10 (ten) Regional Water Schemes that operates throughout the Zululand district to ensure that our residents access clean water.

Although there is a shortfall amount of about R3.2 billion in order for these water schemes to be fully operational and provide clean water to all our estimated one million residents, we are happy with the progress made thus far.

While providing water still remains a big challenge, the district municipality continues to launch more new water projects for various communities under our district.

ZDM is also working with relevant national Government's Departments to ensure that the backlogs on the provision of sanitation facilities for our people, is addressed.

During this financial year ZDM managed to maintain our record of receiving an unqualified audit report from the Auditor-General. This means that we have now attained unqualified audit reports for the past 11 (eleven) consecutive years which is a substantial achievement for any municipality in South Africa. We plan keep in place our good financial management systems as they are clearly working wonders for us.

As you know, the Prince Mangosuthu Airport at Ulundi stood quiet and mainly unused after the provincial government terminated daily flights in 2003. With the help of a reputable airline company, Federal Air, in April 2012 the daily flight schedules between Pietermaritzburg and Ulundi, were resumed.

We believe that the airport is critical in unlocking access to our district, hence ZDM offered to pay for un-booked seats on the daily flights between Ulundi and Pietermaritzburg for a limited period since the resumption of daily flights schedules.

The provincial government provided an infrastructure grant of over R30 million for the rehabilitation of the airport.

We will continue to maintain our long established good working relationship with traditional leaders, as well as, keeping good ties with our various communities. Every week ZDM is in contact with communities (community participation meetings) to listen to their needs, because we don't want to decide what we think is right for them.

It is critical that our municipality remains committed and indebted to its main core existence which is service delivery with integrity to the people of our district.

Mr J. H. de Klerk

Municipal Manager

Executive Summary



Component B

1.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

No.	Functions as per the Constitution of the Republic of South Africa; Municipal Structures Act	What has been done?
1.	Integrated development planning for the district municipality	Regional/Sectoral Planning, Spatial Planning Land Use Policy
2.	Bulk supply water	Provision and regulation
3.	Bulk sewage purification works and main sewage disposal	Provision
4.	Municipal (district) roads	Not yet defined
5.	Regulation of passenger transport services	planning of infrastructure Regulating (permits, control)
6.	Municipal airports (regional)	operation, management
7.	Municipal health services	Limited to Environmental health services and Includes regulation of Air and noise pollution, storm water management, water and sanitation, refuse and solid waste disposal
8.	Fire fighting services	Planning, coordinating and regulating

1.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

No.	Functions as per the Constitution of the Republic of South Africa; Municipal Structures Act	What has been done?
9.	The establishment, conduct and control of fresh produce markets and abattoirs serving the area of the district municipality	The need for a regional fresh produce market does not exist.
10.	The establishment, conduct and control of cemeteries and crematoria	The study revealed that there is no need for a regional cemeteries
11.	Promotion of local tourism for the area of the district municipality	Co-ordination, strategic planning
12.	Municipal public works relating to any of the above functions or any other functions assigned to the district municipality	construction and maintenance of public infrastructure and facilities
13.	The receipt, allocation and if applicable the distribution of grants made to the district municipality	The grants gazette for ZDM are received and spent according the grant conditions. ZDM does not distribute grants.



Key issues from the table on the previous two pages

Water and Sanitation

In terms of municipal service provision i.e. water and sanitation, the Zululand District Municipality is a water service authority. Most of the district population is indigent which throws a challenge towards long term, sustainable water service provision. Nonetheless, this does not prevent the municipality providing the entire population in the district free basic water and sanitation.

The municipality has also regularly spent its entire MIG allocation towards establishing a reliable and quality water service to its citizens.

Integrated Development Planning

Integrated Development Planning is constantly improving with the district refining its co-ordination role in so far as infrastructure, spatial, community and environmental planning is concerned. Several structures including portfolio committees and administrative have been meeting regularly within these sectors to ensure vertical and horizontal alignment of service delivery within the district.

VISION, MISSION AND VALUES

The ZDM Council adopted the following long-term development vision.

'We are the Zululand region and proud of our heritage. We are mindful of the needs of the poor and we seek to reflect the aspirations of our communities. We are committed to responsible and accountable actions, tolerance and concern for racial harmony, the protection of our environment, and the strengthening of the role of women and youth. We will strive to improve the quality of life in Zululand by providing sustainable infrastructure, promoting economic development and building capacity within our communities.'

'WE SERVE THE PEOPLE'

Mission

To create an affluent district by:

- Provision of optimal delivery of essential services;
- Supporting sustainable local economic development; and
- Community participation in service delivery

Core Values

- Transparency
- Commitment
- Innovation
- Integrity
- Co-operation

The above vision strategic focus areas of the Zululand District Municipality are:

- To facilitate the delivery of sustainable infrastructure and services
- To promote economic development
- To promote social development

These focus areas are broken down to objectives and strategies, which is used to set KPI's for the measurement of the Municipality's performance, and progress with its service delivery mandate. It is important to note that the national KPAs as set that relate to community participation, good governance, municipal transformation and financial viability are considered as of a cross-cutting nature and therefore form an integral part of each of the strategic focus areas:

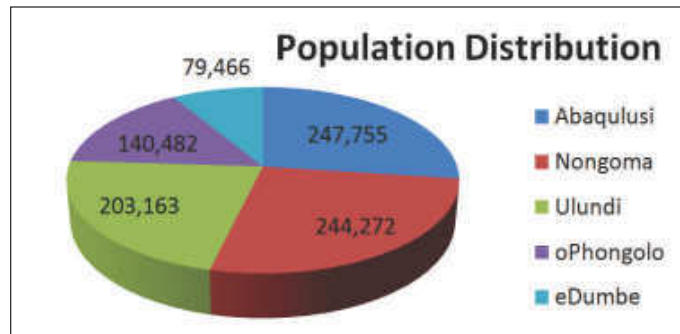


Population Profile

Geographic Area	Population		
	Males	Females	Total
KwaZulu Natal	4,873,623	5,386,605	10,260,228
Zululand	432,613	482,523	915,137
Abaqulusi	120,029	127,726	247,755
Nongoma	112,672	131,599	244,272
Ulundi	96,662	106,501	203,163
uPhongola	67,435	73,047	140,482
eDumbe	35,815	43,650	79,466

Source: Quantec 2011

Population Distribution Graph



Source: Zululand District Municipality GIS

Local Municipality	Male	Male Proportion (%)	Female	Female Proportion (%)
eDumbe	35,815	45	43,650	55
uPhongolo	67,435	48	73,047	52
Abaqulusi	120,029	48.5	127,726	51.5
Nongoma	112,672	46.13	131,599	53.9
Ulundi	96,662	47.6	106,501	52.4

Source: Quantec 2011

Population Distribution by Gender

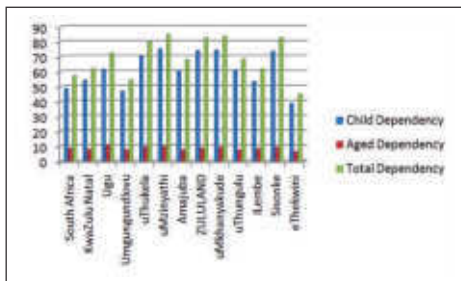
Gender proportions in Zululand indicate that there is as higher proportions of females as compared to males. The highest number of females (131,599) is found in Nongoma and the majority of males are concentrated in Abaqulusi

Gender proportions for each municipality and from the table demonstrate that there is significant variation among the municipalities. Nongoma (53.9%) and eDumbe (55%) have relatively high proportions of females in their respective populations.

It is a known trend that women are classified under disadvantaged groups and with them being in the majority the municipality has devised several programmes and interventions to address the plight of women in the district.

Age dependency ratio

With the graph below it is evident that the Zululand District Municipality has one of the highest dependency ratios between children and adults respectively. This demonstrates a need to sustain social development programmes and support to communities by the municipality and its stakeholders (see strategic plan and budget).



Source: Quantec 2011

In conjunction with its partners, the municipality has devised several programmes to address the plight of the youth including those that are dependent (see strategic plan and budget).

Total Household count per Local Municipality					
		2001	2007		
LMName	LM	Households	Households	Population	Growth
Abaqulusi	KZ263	32312	36044	243766	3732
eDumbe	KZ261	11611	15024	101607	3413
Nongoma	KZ265	27947	34042	230226	6095
Ulundi	KZ266	27957	35319	238862	7362
uPongola	KZ262	16289	22112	149543	5823
		116116	142541	964005	26425

Socio Economic Status

The table hereunder summarizes some critical labour market indicators for Zululand

Indicator	eDumbe	uPhongolo	Abaqulusi	Nongoma	Ulundi	Zululand
Employed	7,918	19,864	36,873	14,033	24,294	102,983
Unemployed		10,846	11,886	14,536	12,017	51,842
Not Economically active	32,131	48,015	93,759	97,070	72,794	343,768
Labour force participation rate	24.60%	39.00%	34.20%	22.70%	33.30%	31.10%
Unemployment rate	24.40%	35.30%	24.40%	50.90%	33.10%	33.50%

Employment per municipality since 2003

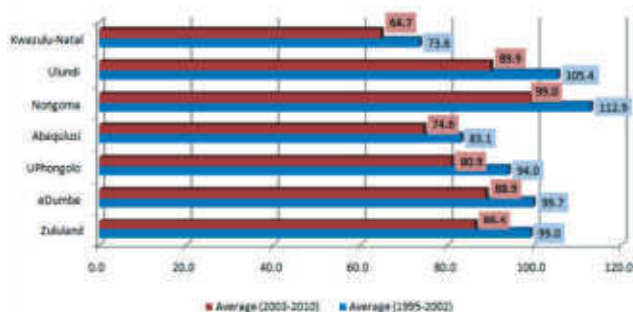
Municipality	200	2005	2007	2009
eDumbe	10,959	10,102	9,311	7,918
uPhongolo	21,665	21,194	21,117	19,864
Abaqulusi	30,369	32,472	35,808	36,873
Nongoma	9,005	10,149	12,185	14,033
Ulundi	17,131	18,856	21,780	24,294
Zululand	89,129	92,773	100,201	102,983

The poverty rate in Zululand is 65.8% with the most impoverished communities living in Abaqulusi and Nongoma.

Dependency Ratio

The dependency ratio measures the proportion of the population that is outside the labour force and is dependent on the economic activity of those working. In South Africa, this is typically calculated as the proportion of the population between the ages of **0 to 14 plus those over 64** to those between the ages of **15-64**. It is used to measure the pressure on productive population.

Nongoma and Ulundi posted the highest average dependency ratios, 112.9% and 105.4% respectively during the period 1995-2002. The same is true for the period 2003-2010, in which the two local municipalities recorded dependency ratios of 99% and 89.9%, for Nongoma and Ulundi respectively. In both periods, the dependency ratios were higher than the district average of 99% and 86.4% for 1995-2002 and 2003-2010 respectively. The graph below offers a graphic representation of the Dependency ratio.



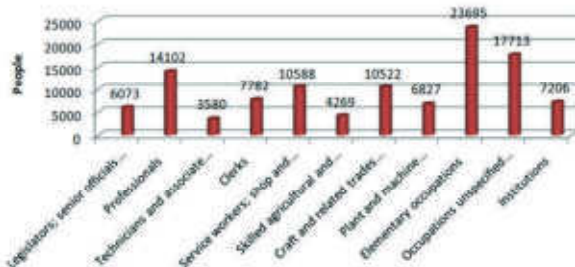
Source: Quantec 2011

HIV/AIDS

HIV/AIDS prevalence in the district stands at 34% (Department of Health, 2008), one percent higher than the national average. There is joint co-operation between the municipality and the Department of Health via IGR forums (District Steering Committee-chaired by her Worship the Mayor) and War Rooms to strategies and implement interventions to curb the scourge.

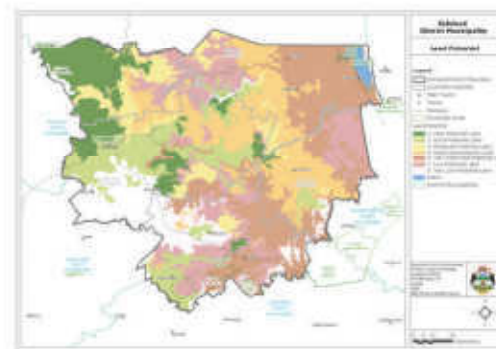
Levels of Education

The following table gives an indication of the levels of education within the district.



NAME	LOCATION	MUNICIPALITY	EXTENT (HA)
ITHALA GAME RESERVE	North of Louisburg	uPhongolo	26 318
NGOME STATE FOREST	NW of Nongoma	Abaqulusi	6 855
PONGOLAPOORT BIOSPHERE RESERVE	West of Pongola	uPhongolo	36 000
KLIFFONTEIN NATURE RESERVE	Vryheid	Abaqulusi	570
VRYHEID NATURE RESERVE	Vryheid	Abaqulusi	771
PONGOLA BUSH NATURE RESERVE	NW of Paulpietersburg	eDumbe	854

Location of Natural Resources



Source: Zululand District Municipality GIS

The Zululand District is well endowed with natural water resources, making it ironic that the most urgent human developmental need is the provision of potable water. The District has the following notable natural water sources:

- the Pongola River in the North,
- the Mhlathuze in the South,
- and the Black Mfolozi,
- the White Mfolozi, and
- the Mkhuze rivers in the central areas.

These rivers are fed by many smaller rivers, streams and springs and it is from these that the rural communities obtain their water in a purified or unpurified form. There are three main catchments in the District namely:

- the Pongola in the North,
- the Mkhuze in the Central areas, and
- the Mfolozi in the South.



Key Issues facing the District Municipality (Extract from the 2012-2017 IDP)

- Maintain functionality of Council structures
- Ensure MTAS is complied with
- Maintenance of EDMS system thereby ensuring accurate record keeping.
- Ongoing support to the LED sub-forums to continue functioning.
- Maintenance and continual improvement of GIS system.
- Ensure continued compliance with legal financial requirements.
- Improve vertical and horizontal alignment thereby ensuring coordinated service delivery by all spheres of government.
- Prioritization of needs of marginalized groups.
- Formulation and compliance with Risk Management Framework and Strategy.
- Maintain functionality of IDP organizational arrangements internally and externally.
- To further diversify the district's economy.
- Ongoing support of tourism initiatives.
- Harness agri-processing opportunities in the district, notably venison production, leather processing and traditional medicines.
- Foster timber production opportunities.
- Harness opportunities relating to small scale mining.
- Improve rural road network to ensure improve linkages between settlements, rural nodes and municipal centres.
- Ensure indigent policy remains updated and relevant.
- Ensuring ongoing monitoring of water balance in rural areas.
- Commit and implement approved MIG business plans for roll-out of water and sanitation services in the district.
- Ensure disaster management forums remain functional.
- Redress disparities between levels of services and development in the urban and rural areas.
- Improve access to formal waste disposal system.
- Provision of adequate land to cater for anticipated required burial space.
- Ongoing efforts to clarify the responsibilities between Local and District Municipality as well as the Department of Transport in respect of road maintenance and construction.
- Improve the limited capacity of the electricity network in the southern portions of the District.
- Improve functionality of Council oversight committee in particular.
- LLF (Local Labour Forum) to meet more regularly.
- Risk reduction strategies and actions to be defined and implemented.
- Seek clarification in respect of the land reform programme roll-out/implementation.

1.3.SERVICE DELIVERY OVERVIEW

Service Delivery is made up of the following KPAs which are the pillars of the multi-year strategic plan of council:

1. Infrastructure
2. Economic and Social Development
3. Financial Management
4. Institutional Transformation and
5. Democracy and Good Governance

Infrastructure

Infrastructure in terms of the mandate allocated to the municipality, relates to bulk water and sanitation provision.

The Zululand District Municipality is a Water Service Authority in its area of jurisdiction. The municipality is also a Water Service Provider in all local municipalities with the exception of Abaqulusi.

Road Infrastructure

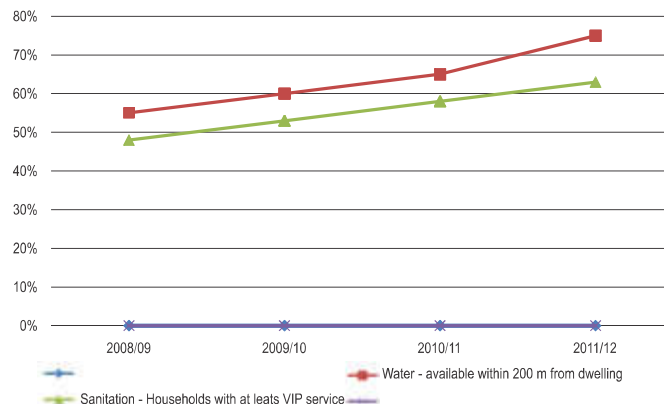
Pending the completion of the Road Classification Programme (RISFSA) and other parallel programmes, the district is unable to perform this function.

Rural Roads Asset Management System

National Department of Transport via DORA has allocated more than R1.688, 000.00 to identified district municipalities to develop a rural road asset management system in line with the municipal finance management act. This grant will be issued every financial year for the next 3/4 years. The Zululand District Municipality is also covered under this multi-year programme expected whose expected completion is 2014/2015.

Proportion of Households with minimum level of Basic services				
	2008/09	2009/10	2010/11	2011/12
Water - available within 200 m from dwelling	55%	60%	65%	75%
Sanitation - Households with at least VIP service	48%	53%	58%	63%

Proportion of households with access to basic services



1.4. FINANCIAL HEALTH OVERVIEW

FINANCIAL OVERVIEW

Zululand District Municipality has a fully-fledged Budget and Treasury Office (BTO) established in terms of section 80 of the Local Government: Municipal Finance Management Act, 2003.

Human Resources

All key staff in the BTO have been appointed.

Cash Position

There is a positive cash flow position and as a result, there was no need to take either a short term or a long term loan. In fact, the cash flow position was so strong that it was opted during the year to settle an outstanding long-term loan that was taken in prior years to finance the municipal building.

Auditor General Report

For the past 12 years Zululand District Municipality has achieved unqualified audit opinion from the office of the Auditor General. We are bracing ourselves for a clean audit opinion.

Challenges

There are basically two major challenges:

- 1.) The collection of outstanding debts is a challenge especially because the majority of our consumers are indigent and the water network is dilapidated and thus causing water leaks which translate into huge consumer accounts.
- 2.) The grants dependency ratio is high.

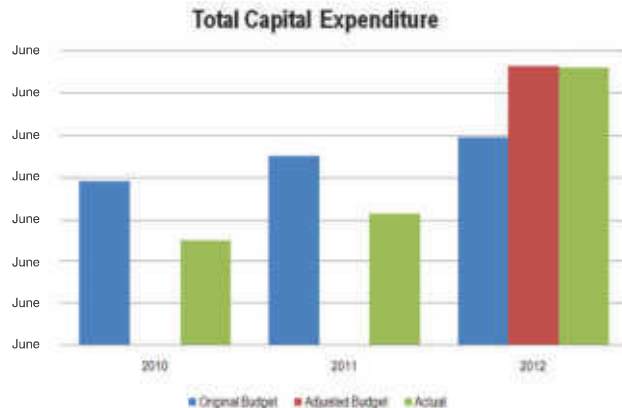
Financial Overview: Year 2011/12			
Details	Original budget	Adjustment Budget	Actual
Income:			
Grants	545,851,000	14,000,000	569,632,092
Taxes, Levies and tariffs	19,901,291	-	27,077,989
Other	91,383,726	-	17,512,480
Sub Total	657,136,016	14,000,000	614,222,561
Less: Expenditure	657,136,016	14,000,000	398,916,237
Gains/ (losses)			26,930
Financial loss			-3,481,539
Net Total*	-0	-	211,851,716
* Note: surplus/(deficit)			T 1.4.2

Operating Ratios	
Detail	%
Employee related costs	24.64%
Remuneration of councillors	1.50%
Bad debts	0.00%
Contribution to Doubtful debts	0.00%
Depreciation and amortisation expense	0.00%
Repairs and maintenance	9.69%
Finance costs	0.07%
Bulk purchases	13.78%
Contracted services	1.59%
Grants and subsidies paid	0.26%
Departmental Charges	0.77%
Collection costs	0.03%
General expenses	47.68%
Total	100%
T 1.4.3	

COMMENT ON OPERATING RATIOS:

Employee cost ratio is favourable at 25% compared to a norm of 30%, repairs and maintenance is unfavourable with ratio of 10% compared to a norm of 20%. The reason of unfavourable repairs and maintenance ratio is the fact, conditional grants are only meant for new capital and there is no repairs and maintenance component. Moreover, the own revenue generating capacity is low. Finance costs are favourable and depreciation is below the norm of 10%

Total Capital Expenditure: Year - 2010 to Year 2012			
Detail	2010	2011	2012
Original Budget	196 457 650	226 038 272	248 052 000
Adjusted Budget	-	-	332 562 000
Actual	126 465 099	157 567 557	330 546 081
T 1.4.4			

**COMMENT ON CAPITAL EXPENDITURE:**

The district has always managed to spend the grants allocated in each financial year. This achieved mainly through the water service regional scheme planning.

AUDITOR GENERAL REPORT 2011/12

For the 12 consecutive years, ZDM received unqualified audit opinions from the office the Auditor General. In the 2010/11 financial year, the issues that prevented a clean audit opinion were the material adjustments and material water losses. The 2011/12 financial year an unqualified audit opinion was received from the office of the Auditor General. To improve the nature of the audit opinion, monthly reconciliations are performed.

COMMENTON THE ANNUAL REPORT PROCESS:

At the beginning of every financial year, the Zululand District Municipality prepares an integrated process plan which incorporates all key municipal processes including the IDP, Budget, Performance, Sector Plans, Policies and Bylaws. The purpose of this process plan is to co-ordinate synchronised roll out of municipal processes and ensure alignment of activities at various stages.

No	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in - year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period.	July
2	Implementation and monitoring of approved Budget and IDP commences (In- year financial reporting).	
3	Finalise 4th quarter Report for previous financial year	
4	Submit draft 08/09 Annual Report to Internal Audit and Auditor - General	
5	Municipal entities submit draft annual reports to MM	
6	Audit/Performance committee considers draft Annual Report of municipality and entities (where relevant)	August
7	Mayor tables the unaudited Annual Report	
8	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General.	
9	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
10	Auditor General assesses draft Annual Report including consolidated Annual Financial Statements and Performance data	September - October
11	Municipalities receive and start to address the Auditor General's comments	November
12	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor-General's Report	
13	Audited Annual Report is made public and representation is invited	December
14	Oversight Committee assesses Annual Report	
15	Council adopts Oversight report	
16	Oversight report is made public	
17	Oversight report is submitted to relevant provincial councils	January
18	Commencement of draft Budget/ IDP finalisation for next financial year. Annual Report and Oversight Reports to be used as input.	