◉ The ZDM has finalized the preparation of its Disaster Management Plan and procurement processes are underway to ensure the implementation of the said plan.

8.7.2 THREATS/WEAKNESSES

◉ Large disparities are apparent in terms of the nature and structure of the built environment with the most significant disparity between the level of services and development in the rural and urban areas of the District.
◉ Only 20 % have access to a formal waste disposal system, and these are in urban areas.
◉ According to the Zululand Cemeteries Master Plan, approximately 700 ha of land will be required in the Zululand District Municipality by the year 2020 to accommodate approximately 800 000 cumulative deaths at that time.
◉ Road infrastructure is under pressure particularly from heavy vehicles.
◉ The responsibility between Local and District municipalities as well as the Department of Transport (DOT) for road provision and maintenance still needs to be finalized and has been flagged as a key development issue.
◉ The electricity network in the southern portions of Zululand has very limited capacity.

9. SPATIAL DEVELOPMENT FRAMEWORK

The ZDM Spatial Development Framework extract provided here is based on the current SDF. It has to be noted that the SDF is currently under review and that the IDP will be updated accordingly once the review has been finalized.

9.1 PURPOSE OF THE SDF

Section 35(2) of the MSA No. 32 of 2000, stipulates that an SDF, as contained in the IDP, will prevail over a plan defined in Section 1 of the Physical Planning Act No. 125 of 1991, alias the old guide plans. The SDF therefore has statutory power once the IDP is adopted by Council and will guide all land use management within the municipal area.

The purpose of an SDF is not to infringe existing land rights but to guide future land uses. No proposals in this plan create any land use right or exempt anyone from his/her obligation in terms of any other Act controlling land use. The mapping should be used as a schematic representation of the desired spatial form to be achieved by the municipality in the long term.

9.2 GUIDING PRINCIPLES

The Zululand District Municipality SDF has been prepared taking due cognizance of a number of principles that are borne in legislation and policies. These principles are summarized hereunder:

◉ Development/investment must only happen in locations that are sustainable.

◉ Balance between urban and rural land development in support of each other.
◉ The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes, whilst also promoting densification.
◉ The direction of new development towards logical infill areas.
◉ Rural settlements should be developed to an acceptable standard of services and infrastructure.
◉ Compact urban form is desirable.
◉ Development should integrate social, economic, institutional and environmental aspects.
◉ Sensitive, vulnerable, highly dynamic or stressed ecosystems require specific attention in management and planning procedures, especially

where they are subject to significant human resource usage and development pressure.

- Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner.
- Stimulate and reinforce cross boundary linkages.
- Basic services (water and sanitation) must be provided to all households.
- Development / investment should be focused on localities of economic growth and/or economic potential.
- In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes.
- Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres.
- Land development procedures must include provisions that accommodate access to secure tenure.
- Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised.
- Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development
- If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity.
- During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy , must be promoted.
- Environmentally responsible behavior must be promoted through incentives and disincentives
- The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore,

the principle is underpinned by an assessment of each areas unique competency towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency.

- Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities.

The current district SDF attached on the following page has the following key components:

- District Spatial Focus Areas have been identified and are shown, notably:
  - Pongolapoort Dam Development Node
  - Emakhosini Ophathe Development Node
  - Ithala/Ngoje Development Node
  - The area of economic opportunity identified along the western boundary of the district
- The existence of a number of areas of conservation importance, notably the Ithala Game Reserve as well as the neighbouring Hluhluwe Imfolozi Game Reserve.
- Major water bodies in the district, i.e. Pongolapoort Dam, Bivane Dam and Klipfontein Dam.
- The existence of a number of development centres.
- Main transport corridors and priority roads that provide access to and within the district. The N2 as well as the P700 corridor are of significant in this regard.

More details on some of the above are provided in the remainder of this section:

Map 30: Spatial Development Framework
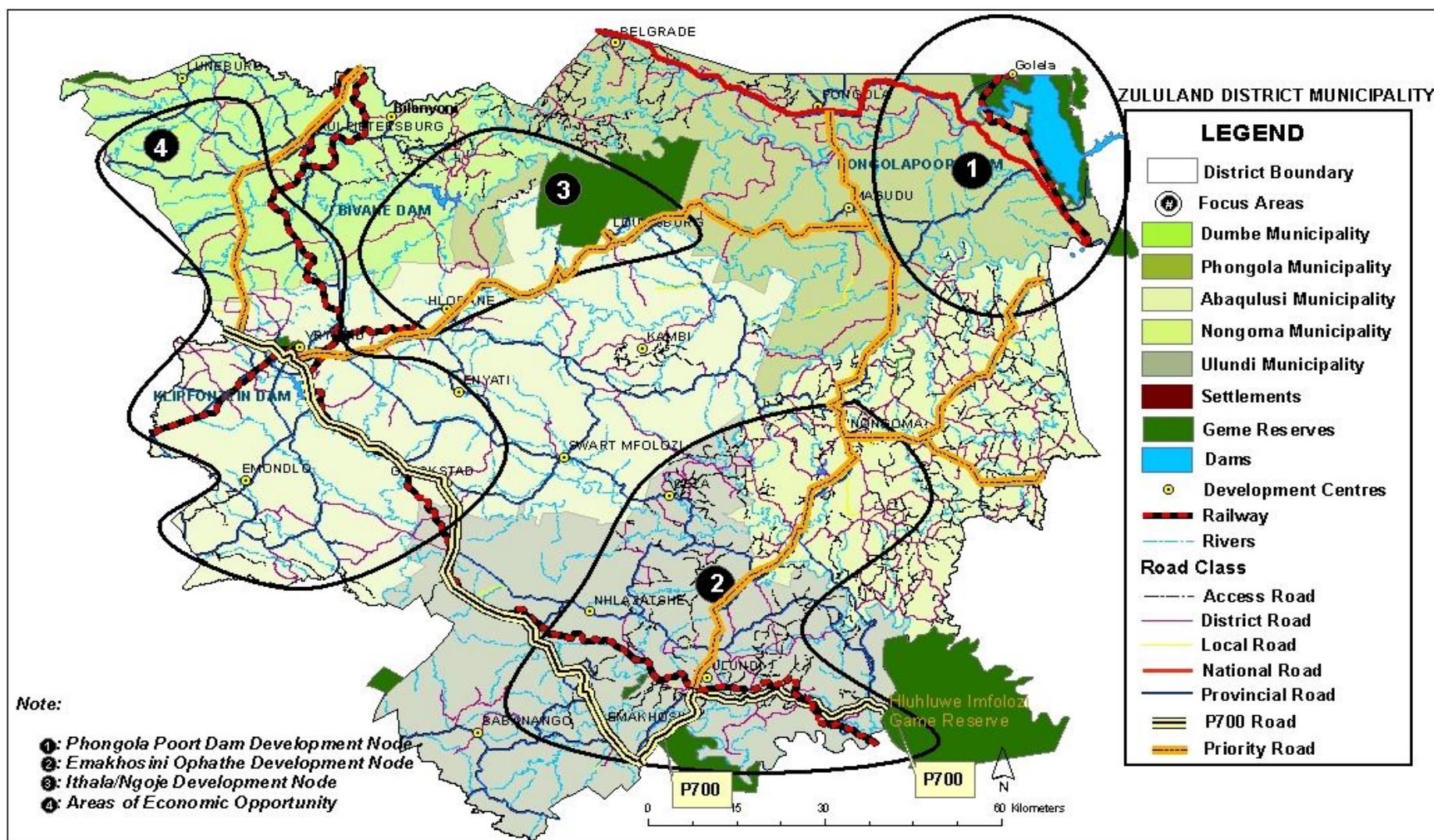
9.3   PONGOLAPOORT DAM DEVELOPMENT NODE

The Pongolapoort Dam represents a major, substantially underutilized, economic asset in northern KwaZulu-Natal and is recognized for its potential in the Provincial Spatial Economic Framework for KwaZulu-Natal. The Dam is well-located on the N2 between Gauteng and KwaZulu-Natal, with potential for easy air access through the Mkuze Regional Airport.

In terms of the current corridor development programme of CoGTA, the Dam and its surroundings form part of the Lubombo Corridor. At present, from a private and public sector investment perspective, the dam and surroundings provides capital development opportunities for:

🔘 at least 10 water-based public-private partnerships each with a potential value of more than R5 million each and employing between ten and 15 people;
🔘 two major multi-million resort developments, one in the north and one to the south of the dam, providing a range of accommodation facilities and attracting both local and international tourists;
🔘 the development of a range of other tourism accommodation establishments, including lodges on traditional council land; and
🔘 various public works type projects aimed at addressing the dire needs of local communities, as well as the particular needs of tourists.

Within the above context the Implementation Plan for the Pongolapoort Dam Local Development Plan provides guidelines to facilitate implementation. Key components of the Plan are:

🔘 an overview of strategic direction;
🔘 a clear development process that should unfold over the next 10 years;
🔘 a total of 80 projects / activities to be implemented as part of the process;
🔘 recommendations for an institutional environment within which the projects / activities can be successfully implemented;

🔘 land use guidelines and development application guidelines which establishes an environment conducive to attracting investment; and
🔘 lastly, but importantly, a monitoring and evaluation system through which the progress and impact of all components can be measured.

The successful implementation of the Local Development Plan for the Pongolapoort Dam will require the incorporation thereof into the respective IDPs of the five affected municipalities.

SPATIAL DEVELOPMENT FRAMEWORK
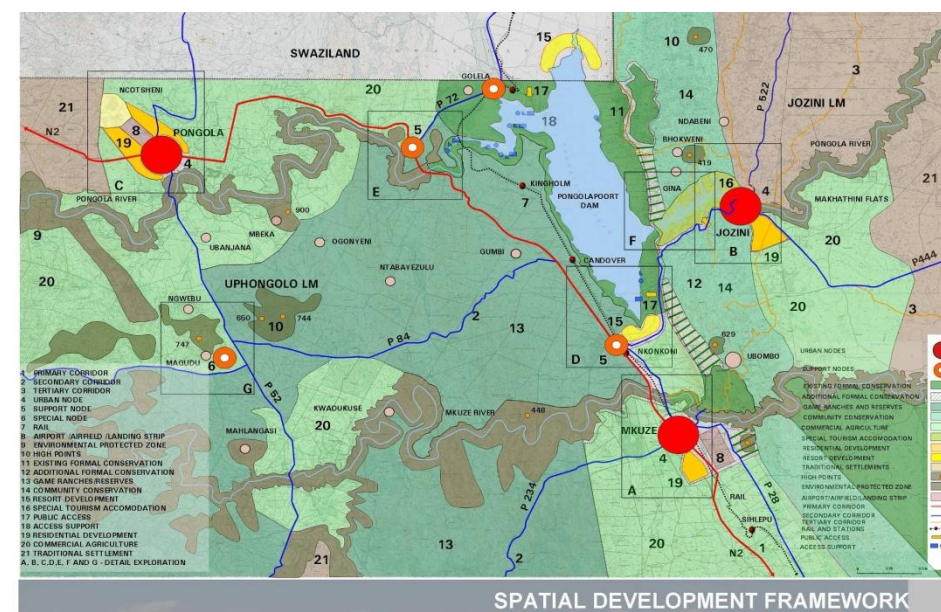
Detailed land use management guidelines and development projects have also been prepared for the Pongolapoort dam area. It should also be noted that an inter municipal forum has been established given the cross border nature of the initiative, three local municipalities and two district municipalities are involved.

9.4   EMAKHOSINI/OPHATHE DEVELOPMENT

The Zululand District Municipality has extensively engaged in discussion with the management of the Emakhosini/Ophathe Heritage Park in progress with the development as well as possible assistance that can be rendered to the park from and within the Zululand District Municipality. The project consists of a number of projects as summarized herewith:

1. Wit Foloos Resettlement Project
This project has a historical connection with the Department of Land Affairs. The Land was originally brought by the old KZN Development Trust and incorporated into KwaZulu. Land Affairs is in the process of transferring the land, and once the issues between Amafa and Department of Land Affairs are resolved a total of eight families will move onto the farm.
2. Doringkop Farm
This portion of the Doringkop will be fenced out from Emakhosini/Ophathe Heritage Park and ±15 Families will be transferred to the land. The families will own the land as part of a communal land structure; water and sanitation will be required on this land for the current (±15) as well as possible extension of families.
3. Vaalbank Development
The ZDM assisted the Ophathe/Emakhosini Development committee with the demarcation of 15 sites on this farm, for the purposes of relocation of people from the Park to the piece of Land. The Layout of the sites was agreed with all affected, and resettlement can start as soon as demarcation of the sites is completed. The ZDM is investigating the possibility of potable water and sanitation provision.
4. Welgekosen Farm
Four families were given 10Ha each, and it was agreed that they will not form part of the Emakhosini/Ophathe Heritage Park. There is adequate water available for the families.
5. Mgungundlovu Development Initiative
The initiatives involves the development of a museum, interpretation centre, restaurant and open air theatre to the value of R20 million. Architects were appointed to manage the project, and the ZDM Technical staff has been in contact with them to discuss provision of water and sanitation as well as the possibility of including additional families to possible water provision options.

6. The Mission at Umgungundlovu
At this stage the mission belongs to the NG church and is a self sustainable entity. The Mission was historical used to train black preachers, and some discussion has been going on regarding the transfer of the mission to the local community. At this stage Amafa and the Mission is still negotiating possible partnerships and management options for the mission.
7. Schroonstroom
Lotto funding to the amount of R2 Million will be utilized for the construction of a multi use centre. The architect appointed to design the centre was instructed to ensure that the cripple care facility can be moved from the mission to the centre. ESKOM electrical and limited water is available at the proposed site. The expansion of a sustainable water network to the proposed development must be investigated by the ZDM.
8. Tourism Site
Overlooking the Umfolozi Plains this site was identified by Amafa as well as by the Ulundi Municipality as development site for a hotel/lodge. It was agreed by both parties that this is a high potential site given a water connection running adjacent to the site towards the Ophathe. The ZDM need to include this site in a tourism/marketing brochure to expose it to possible development opportunities.
9. Nick Steele House
Gooderson Leisure co-operation was interested in the development of this house as an upmarket lodge. A shortage of funds has however hampered progress with the development and Amafa decided to apply to Gijima KZN to make good the shortfall of funds that is existing. The aim is to finalise the application for funding by December 2006. Water provision to the house need to be investigated by the ZDM.
10. Pandas Grave
This site is another high potential site identified by Amafa, but with little interest shown by any tour operators. The idea from Amafa is to develop a lodge with a Voortrekker theme and to utilize traditional oxen transport and travel from Piet Retief's grave to the lodge. Access to the site has however proven problematic, and may hamper any future Development. It is suggested that the Zululand District Municipality include this project/potential site in a marketing document for the District.
11. Welgekonzen farm
Also one of the original developments proposed by Amafa, but the detailed

investigation has shown it too costly to construct a river crossing over to the site. Funding from the Zululand District Municipality to allow for the river crossing, and possible further investigation in to the costs associated therewith can only benefit the development of the park.

12. Strydplaas
The last of the sites earmarked for tourism development. Opinion is that it is properly not the most feasible site for tourism lodge development, but still has potential.

13. Gelykwater Farm House
Ideal for development near Babanango, and one of the last natural habitats for Oribi in the district. It is essential that this site must be included as an environmental sensitive area in the Zululand DM Environmental Management Plan.

The spatial location of the above initiative is indicated on the map herewith. Image obtained from www.emakhosini.co.za
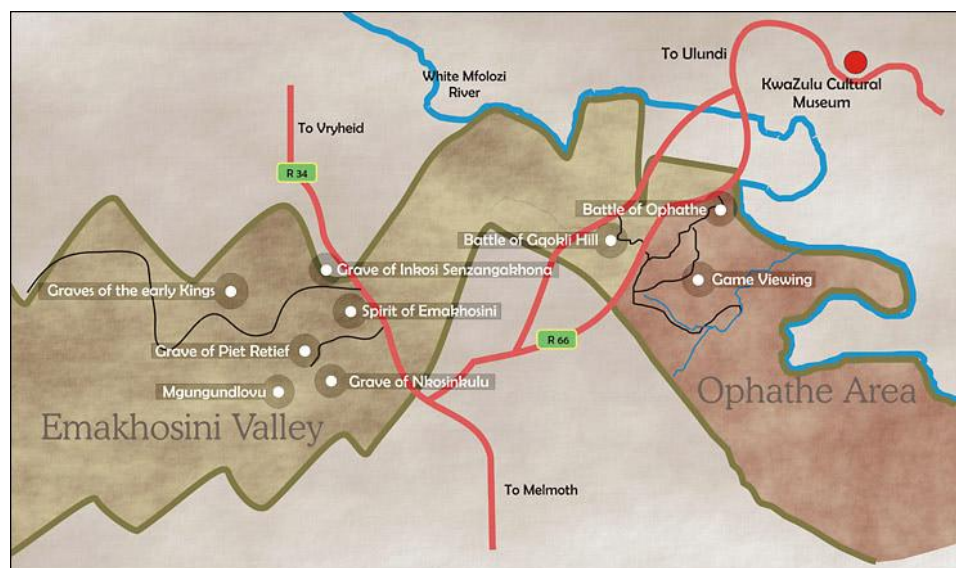
9.5   P700 ROAD DEVELOPMENT

A scoping exercise was undertaken during the latter part of 2006 on the P700 road development. The following issues have been extracted from the report:

Economic Issues
● Tourism
▪ Establishing tourism business
▪ Tourism opportunities relating to improved access
▪ Impact of tourism on local communities
▪ Role of the airport in facilitating tourism development
● Agriculture
▪ Need to identity agriculture potential in the study area
▪ Identify opportunities related to the Dube Trade Port and local markets
● Commerce
▪ Identification of economic activity and to determine the most appropriate location for future development
▪ Identify opportunities presented by construction of P700

Socio-Economic Issues
● Level of access of communities to community facilities
● Impact of HIV/AIDS on communities

Infrastructure Issues
● Impact of P700 in the infrastructure provision and settlement planning
● Provision of access to the P700 for settlements

Spatial Development Issues
● Managing future growth of settlements
● Identifying locations of higher order services
● Identification of appropriate land for agriculture and conservation linkages
● Balancing the role of tourism corridor with that of mobility corridor
● Impact of densification on the tourism corridor

A further critical issue that provides direction to spatial development is the roll-out of water provision and the eradication of servicing backlogs. The roll-out of water services in the district is a critical factor that will impact on the spatial form and development of the area. This roll-out has been mapped in relation to the development nodes identified as part of the ZDM strategic approach and is attached at overleaf:

Map 31: Water and Sanitation Rollout on SDF
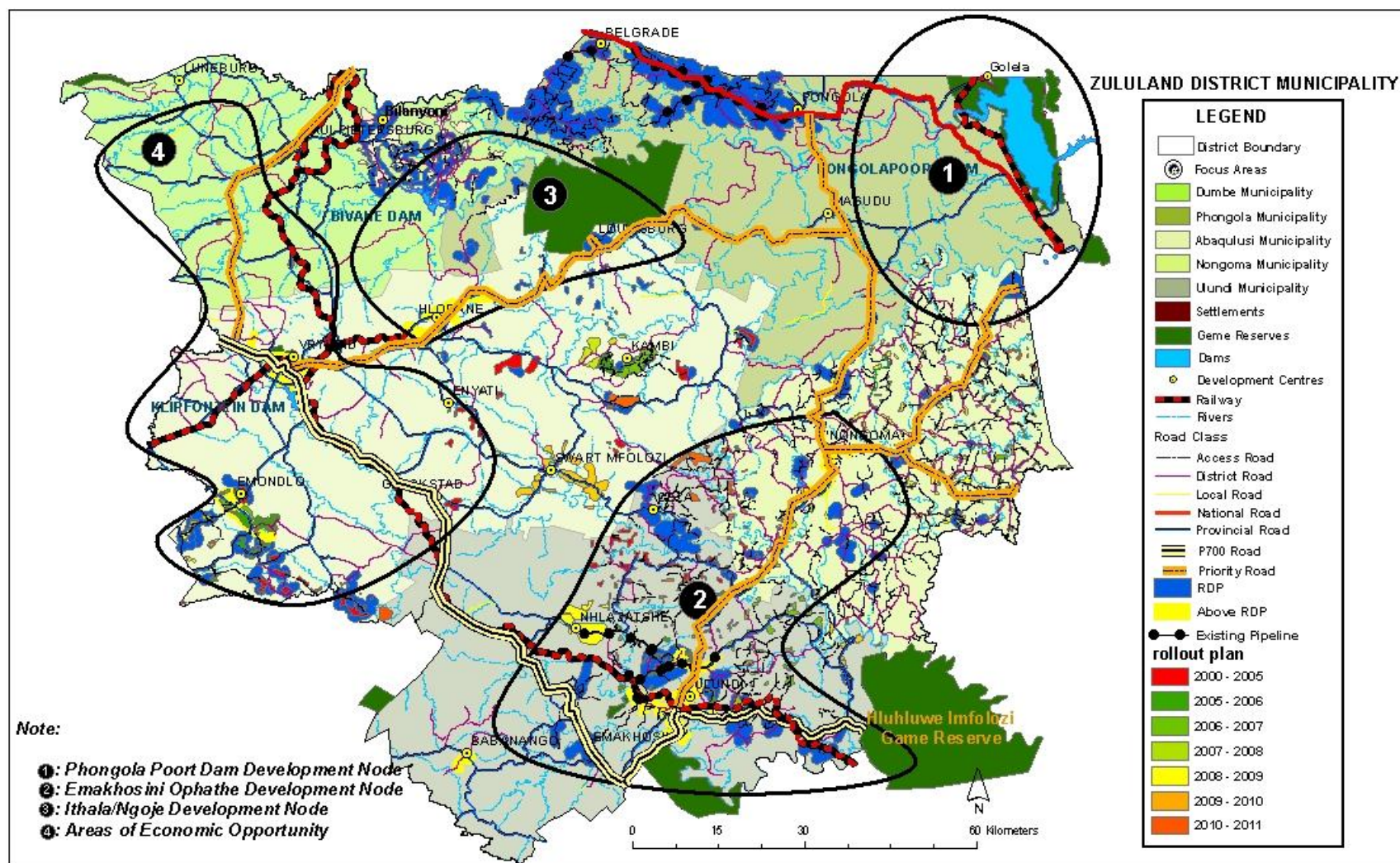
10.   FINANCIAL ANALYSIS

10.1   CAPITAL BUDGET ANALYSIS (FROM PREVIOUS 3 YEARS)

To be included in final IDP Report.

10.2   OPERATIONAL BUDGET ANALYSIS (FROM PREVIOUS 3 YEARS)

To be included in final IDP Report.

10.3   AUDITOR-GENERAL   REPORTS   AND   RESPONSES   THERETO (2010/2011))

10.3.1 AUDITOR-GENERAL'S REPORT

Introduction

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

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 Local Government: Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2010 (Act No. 1 of 2010) (DoRA), and for such internal control as management determines necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

3.   As required by section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), section 4 of the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and section 126(3) of MFMA, my responsibility is to express an opinion on these financial statements based on my audit.

4.   I conducted my audit in accordance with International Standards on Auditing and *General Notice* No.*1111 of 2010* issued in *Government Gazette* No.*33872 of 15 December 2010*. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance that the financial statements are free from material misstatement.

5.   An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the municipality's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

7. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Zululand District Municipality as at 30 June 2011 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

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

Material losses

9. As disclosed in note 34.7 to the financial statements, the municipality suffered a significant water loss of 5 605 191 kilolitres with a value of R24,662 million during the year under review.

Restatement of corresponding figures

10. As disclosed in note 37 to the financial statements, the corresponding figures for 30 June 2010 have been restated as a result of an error discovered during 30 June 2011 in the financial statements of the Zululand District Municipality at, and for the year ended, 30 June 2010.

Additional matter

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

Unaudited supplementary schedules

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

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

13. In accordance with the PAA and in terms of *General Notice* No.*1111 of 2010*, issued in *Government Gazette* No.*33872 of 15 December 2010,* I

include below my findings on the annual performance report as set out on pages … to … and material non-compliance with laws and regulations applicable to the municipality.

Predetermined objectives

Usefulness of information

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

- Consistency: The reported objectives, indicators and targets are not consistent with the approved integrated development plan.
- Relevance: There is no clear and logical link between the objectives, outcomes, outputs, indicators and performance targets.
- Measurability: The indicators are not well defined and verifiable, and targets are not specific, measurable and time bound.

The following audit findings relate to the above criteria:

The content of the integrated development plan is incomplete

15. The integrated development plan did not include the key performance indicators and performance targets set in accordance with its performance management system, as required by sections 26(i) and 41(1)(b) of the MSA and regulation 12 of the Municipal Planning and Performance Management Regulations, 2001.

Reliability of information

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

- Validity: The reported performance did not occur and does not pertain to the entity.
- Accuracy: The amounts, numbers and other data relating to reported actual performance have not been recorded and reported appropriately.

⬤ Completeness: All actual results and events that should have been recorded have not been included in the reported performance information.

The following audit findings relate to the above criteria:

Reported performance against targets is not accurate when compared to source information

17. For the selected objectives, 25% of the reported targets were not accurate based on the source information or evidence provided.

Reported performance against targets is not valid when compared to source information

18. For the selected objectives, 40% of the reported targets were not valid based on the source information or evidence provided.

Compliance with laws and regulations

Annual financial statements

19. The financial statements submitted for audit did not comply with section 122(1)(a) of the MFMA. Material misstatements were identified during the audit; all of these were corrected by management.

INTERNAL CONTROL

20. In accordance with the PAA and in terms of *General Notice 1111 of 2010*, issued in *Government Gazette 33872 of 15 December 2010,* I considered internal control relevant to my audit, but not for the purpose of expressing an opinion on the effectiveness of internal control. The matters reported below are limited to the significant deficiencies that resulted in the basis for qualified opinion, the findings on the annual performance report and the findings on compliance with laws and regulations included in this report.

Leadership

21. The accounting officer did not ensure that an adequate system of internal controls existed to produce valid, accurate and complete financial

information relating to trade creditors, accruals, capital commitments and work-in-progress.

Financial and performance management

22. Systems and controls were not designed in a manner to prevent, detect and address risks that impact on financial and performance reporting. In this regard, the accounting officer did not ensure that regular, accurate and complete financial reports were prepared, which were supported and evidenced by reliable information. This resulted in material corrections in financial statements.

OTHER REPORTS

Investigations

23. Five investigations into allegations of financial misconduct and non-compliance with municipal SCM regulations were in progress at the date of the report.

10.3.2 MUNICIPAL RESPONSE TO THE AG REPORT (2010/2011)

Responses to the AG Report for 2010/2011 to be included in the final IDP Report.

11. COMBINED SWOT ANALYSIS

11.1 STRENGTHS/OPPORTUNITIES

- Well functioning Portfolio, EXCO and Council structures.
- Communication Plan and IDP Alignment processes in place.
- MTAS in place.
- Implementation of the Electronic Records Management System (EDMS) since 2006 has made considerable progress in modernizing and improving ZDMs Records system.
- Sub-forums under the Local Economic Development Forum include Tourism and the recently established General Business and Agricultural forums.
- LED Directorate's achievements created further opportunities for growth and development.
- Functional GIS section.
- Planning Shared Services in place.
- Compliance with financial requirements and submission deadlines.
- Intention to prepare and implement an Infrastructure and Services Provision Communication Strategy.
- Various forums have been established to ensure coordination of service delivery.
- To cater for the social development needs of youth, women, the disabled and the aged, a relevant Participation Strategy is being prepared.
- The Audit and Risk Management Committee to facilitate the development of a formal Risk Management Framework and Strategy.
- Comprehensive IT security policy in place to minimize the risk of errors, fraud and the loss of data confidentiality, integrity and availability.
- Numerous organizational arrangements are in place for the IDP preparation process.
- Education, Health and Community Service Sector Plan in place although it required a review.

- Concerted effort to involve widows, orphans and people living with disabilities in social and economic development programmes.
- It is evident that the district's largest contributors to GVA are not necessarily the fastest growth sectors.
- A number of tourism developments are in the pipeline or being implemented, notably the Pongolapoort Dam Proposals as well as the Emakhosini Ophathe Development Proposals.
- The commercial sector is well established in the towns of the District.
- Opportunities generally promoted in the region in terms of agri-processing include traditional medicines, venison production for export, leather production as well as vegetable and fruit processing. The diversification of agricultural production in the District will lead to further potential for agri-processing.
- The diversification of the products of the district and the improvement of marketing systems that will open up new local, national and international markets.
- Opportunities relating to timber product manufacturing should continue to be investigated. Timber construction relating to specifically the tourism industry may present opportunities for local contractors in future.

- Opportunities exist for the development of clothing and textile as well as building materials sector in the District.
- Rural road maintenance and upgrading of rural roads which will continue to establish better linkages between settlements, rural nodes and municipal centres, thus increasing access to economic opportunities whilst increasing access to job opportunities.
- The proposed petrol filling station and information centre (Ulundi "19") is viewed as a lead project impacting on both the transport and tourism sector in the District. This strategically located development will increase the attractiveness of this alternative route between Gauteng and the KwaZulu-Natal coast. It will also provide an opportunity for informing people passing through the area of the attractions which the area has to offer.
- Opportunities still exist for small scale mining relating to mine rehabilitation as well as equipment maintenance and support.

- The ZDM has an indigent policy in place.
- To measure consumption in unmetered zones, the municipality uses the water balance to determine consumption.

- The Zululand District Water Services Plan gives a clear indication as to where and when water infrastructure will be provided in the District. It provides a clear indication of what amount of water capital infrastructure will be provided when and at what cost and during which year. MIG business plans in excess of R1,5 billion have already been approved.
- The following forums are in place to attend and align disaster management responses:
- Disaster Management, Health and Safety Portfolio Committee
- Disaster Management Advisory Forum
- Provincial Disaster Management Advisory Forum
- The ZDM has finalized the preparation of its Disaster Management Plan and procurement processes are underway to ensure the implementation of the said plan.

11.2   THREATS/WEAKNESSES

- Large disparities are apparent in terms of the nature and structure of the built environment with the most significant disparity between the level of services and development in the rural and urban areas of the District.
- Only 20 % have access to a formal waste disposal system, and these are in urban areas.
- According to the Zululand Cemeteries Master Plan, approximately 700 ha of land will be required in the Zululand District Municipality by the year 2020 to accommodate approximately 800 000 cumulative deaths at that time.
- Road infrastructure is under pressure particularly from heavy vehicles.
- The responsibility between Local and District municipalities as well as the Department of Transport (DOT) for road provision and maintenance still needs to be finalized and has been flagged as a key development issue.

- The electricity network in the southern portions of Zululand has very limited capacity.
- Support and buy-in from government departments and local municipal structures cannot be ensured.
- Limited functioning Council oversight committee.
- LLF (Local Labour Forum) does not meet regularly.
- The municipality is exposed to various risks of loss including theft of, damage to, and destruction of assets, errors and omissions, injuries to employees, employee health and natural disasters.
- Fraud and Corruption can surface at a number of levels in any organization.
- Backlog in the provision of primary and secondary education facilities.
- Significant backlog with the distribution of clinic facilities.
- Poor accessibility to community halls.
- The high prevalence of HIV in the district poses a severe challenge for future development as HIV/AIDS inhibits economic growth by reducing the availability of human capital.
- Alignment of housing projects with other social and infrastructure requirements remains a challenge.
- Backlog with the provision of police stations.
- Zululand is ranked lower for economic output for the province than it is for total population indicating that the GVA per capita within Zululand is comparatively low in the provincial context.
- Abaqulusi and Ulundi municipalities contribute the majority of economic output for the district, between them contributing almost 63% being indicative of an economy that is not diversified throughout the district.
- Nongoma, which has the second highest population of all the Zululand municipalities, only contributes 13.6% to economic output.
- Only 31.1% of the working age population are engaged in actual employment or are actively seeking work.
- Unemployment in Zululand is unsustainably high and is having the negatively impact of discouraging people from spending the time and money to actively search for jobs.

- Employment has increased by just over 13,000 people between 2003 and 2009. This is insufficient in the light of population growth of over 106,000 in the same period.
- Zululand DM has very high dependency ratios. The dependency ratio can be interpreted as a crude measure of poverty.
- Uncertainty relating to the roll-out or implementation of the Land Reform programme has impacted negatively on agricultural development and growth.
- The commercial sector is not easily accessible for the majority of the rural population that currently account for 75% of the district population.
- Manufacturing activity within the District is low, at an estimated 11% contribution to the GGP for the area.
- Wetland degradation occurs mainly as a result of inappropriate formal and informal development.
- Instances of overflowing sewage as a result of failed or incorrectly installed, vandalised pump houses.
- Over utilization of soils results in reduced agricultural potential.
- Environmental degradation due to mines that have not been rehabilitated.
- Proliferation of alien invasive weeds.
- Soil erosion and damage due to over-burning.
- Excessive or illegal muthi harvesting damages natural indigenous species.

12.   KEY CHALLENGES

For the purpose of this section it is noted that a key challenge is informed by:

- Action to build upon strengths of municipality
- To address a weaknesses
- To tap into opportunities
- To counter the threats or plan around them

Given the above, the following key challenges have been identified. It should be noted that this list will be expanded upon in the final 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 product ion opportunities.
- Improve rural road network to ensure improve linkages between settlements, rural nodes and municipal centres.
- Harness opportunities relating to small scale mining.
- 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 clarity 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.

C.   DEVELOPMENT STRATEGIES

Explanation of Terminology – to be included in final IDP Report.

National General KPA: Infrastructure and Services

	MANCO Priorities		What		What		How		What must happen	How	How	How	How
Focus Area No	Focus Area	Key Obj No	Key Objective (ultimate goal)	Obj No	Objective (5 year)	Strategy No	Strategy (Year 1)	Action No	Action (Year 1)	Strategy (Year 2)	Strategy (Year 3)	Strategy (Year 4)	Strategy (Year 5)
1.1	Water & Sanitation	1.1.1	To progressively provide a cost effective, reliable water services at a good quality to all potential consumers in the district	1.1.1.1	To provide cost effective water (including free basic water)	1.1.1.1.1	Implement current WSDP focussing on LIC & Review same plan	a	Identify water priorities and provide in terms of the budget available	Implement current WSDP & Review same plan	Implement current WSDP & Review same plan	Implement current WSDP & Review same plan	Implement current WSDP & Review same plan
								b	Ensure that the WSDP is reviewd within budget and within time				
						1.1.1.1.2	Establish base-line costs of water production	a	Calculate production costs per KL	Phase in tariff adjustment	Phase in tariff adjustment	Phase in tariff adjustment	Phase in tariff adjustment
				1.1.1.2	To provide cost effective sanitation (including free basic sanitation services)	1.1.1.2.1	Implement current WSDP focussing on LIC & Review same plan	a	Identify water priorities and provide in terms of the budget available				
						1.1.1.2.2	Establish base-line costs of sanitation treatment	b	Calculate treatment costs per unit	Phase in tariff adjustment	Phase in tariff adjustment	Phase in tariff adjustment	Phase in tariff adjustment
				1.1.1.3	To reduce Water Loss	1.1.1.3.1	Implement Water Loss Strategy	a	Establish base-line of water loss in one pilot area	Implement Water Loss Strategy	Implement Water Loss Strategy	Implement Water Loss Strategy	Implement Water Loss Strategy
				1.1.1.4	To improve on the quality of water delivered	1.1.1.4.1	Implement Water Quality Strategy	a	Increase the number of water tests conducted to comply with SANS 241	Implement Water Quality Strategy	Implement Water Quality Strategy	Implement Water Quality Strategy	Implement Water Quality Strategy
								b	Capacity Building (Training & Institutional arrangements - including the addressing of staff shortages)	Implement Water Quality Strategy	Implement Water Quality Strategy	Implement Water Quality Strategy	Implement Water Quality Strategy
								c	Upgrading of WTW & WWTW	Implement Water Quality Strategy	Implement Water Quality Strategy	Implement Water Quality Strategy	Implement Water Quality Strategy
				1.1.1.5	To provide effective Customer Care	1.1.1.5.1	To improve the current Customer Care System	a	Identify and Analyse shortgoings of System				
								b	Prepare and implement a plan to address the shortgoings				
				1.1.1.6	To ensure compliance with relevant water legislation	1.1.1.6.1	Review and implement legislated water policies & Bylaws	a	To develop a Compliance Checklist	Review and implement legislated water policies & Bylaws	Review and implement legislated water policies	Review and implement legislated water policies	Review and implement legislated water policies
								b	To identify areas for review				
								c	Review identified areas & implement				
				1.1.1.7	To effectively utilise grant allocation for water and sanitation	1.1.1.7.1	Implementation of the WSDP	a	Prioritisation of projects	Implementation of the WSDP	Implementation of the WSDP	Implementation of the WSDP	Implementation of the WSDP
				1.1.1.8	To deliver and regulate water services in a structured manner	1.1.1.8.1	To effectively regulate and monitor WSP's and Water Services Intermediaries	a	Review & implement Water Policies & Bylaw	To effectively regulate and monitor WSP's and Water Services Intermediaries	To effectively regulate and monitor WSP's and Water Services Intermediaries	To effectively regulate and monitor WSP's and Water Services Intermediaries	To effectively regulate and monitor WSP's and Water Services Intermediaries
								b	Conduct monthly WSP meetings to discuss water provision related matters				

	MANCO Priorities		What		What		How		What must happen	How	How	How	How
Focus Area No	Focus Area	Key Obj No	Key Objective (ultimate goal)	Obj No	Objective (5 year)	Strategy No	Strategy (Year 1)	Action No	Action (Year 1)	Strategy (Year 2)	Strategy (Year 3)	Strategy (Year 4)	Strategy (Year 5)
1.2	Municipal Airports (District)	1.2.1	To viably operate & maintain a Regional Airport that contributes to the growth & development of the district	1.2.1.1	To implement identified activities in airport implementation plan as aligned to budget	1.2.1.1.1	Implement current activities as identified in the Airport Implementation Plan and review same plan	a	Review of Airport Implementation Plan	Implement activities as identified and budgeted for in the Airport Implementation Plan and review same plan	Implement activities as identified and budgeted for in the Airport Implementation Plan and review same plan	Implement activities as identified and budgeted for in the Airport Implementation Plan and review same plan	Implement activities as identified and budgeted for in the Airport Implementation Plan and review same plan
								b	Identify priorities and implement in terms of the budget available				
1.3	Municipal Roads	1.3.1	To facilitate the provision of a well-developed district road network	1.3.1.1	To establish the status quo of roads within the Municipal Area and to take responsibilty of the asigned district roads	1.3.1.1.1	Continuous Engagement with Dept of Transport	a	To set up regular meetings with the Dept of Roads to define the DM's role in the provision of District Roads	Continuous Engagement with Dept of Transport	Continuous Engagement with Dept of Transport	Continuous Engagement with Dept of Transport	Continuous Engagement with Dept of Transport
								b	To develop the Roads Asset Management System				
1.4	Regulation Of Passenger Transport Services	1.4.1	To facilitate the Regulation of Passenger Transport Services	1.4.1.1	To clarify the DM's role in the Regulation of Passenger Transport Services	1.4.1.1.1	Continuous Engagement with Dept of Transport	a	To set up regular meetings with the Dept of Roads to clarify the DM's role	Continuous Engagement with Dept of Transport	Continuous Engagement with Dept of Transport	Continuous Engagement with Dept of Transport	Continuous Engagement with Dept of Transport
1.5	Fire Fighting	1.5.1	To Plan, co-ordinate and regulate Fire Fighting Services in the district	1.5.1.1	To ensure that fire fighting is well planned and executed in the District	1.5.1.1.1	Prepare ZDM Fire Fighting Master Plan	a	To source funding to develop ZDM Fire Fighting Master Plan	Implement budgeted activities as identified in the ZDM Fire Fighting Master plan	Implement budgeted activities as identified in the ZDM Fire Fighting Master plan	Implement budgeted activities as identified in the ZDM Fire Fighting Master plan	Implement budgeted activities as identified in the ZDM Fire Fighting Master plan
				1.5.1.2	Regulation and co-ordination of Fire Fighting Services	1.5.1.2.1	Pepare ZDM Fire Fighting Bylaws	b	To source funding to develop ZDM Fire Fighting Bylaws	Implement and co-ordinate Fire Fighting Service Regulations	Implement and co-ordinate Fire Fighting Service Regulations	Implement and co-ordinate Fire Fighting Service Regulations	Implement and co-ordinate Fire Fighting Service Regulations
1.6	Disaster Management	1.6.1	To deal with Disasters efficiently & effectively in the district	1.6.1.1	To review and facilitate the district Disaster Management plan	1.6.1.1.1	To implement the district Disaster Management Plan	a	Implement budgeted activities as identified in the Disaster Management Plan	To implement the district Disaster Management Plan	To implement the district Disaster Management Plan	To implement the district Disaster Management Plan	To implement the district Disaster Management Plan
				1.6.1.2	To create awareness of hazards and disasters	1.6.1.2.1	To prepare Disasters and Hazards Awareness Strategy	b	To source funding to develop the Awareness Strategy	To implement budgeted activities as identified in the Awareness strategy	To implement budgeted activities as identified in the Awareness strategy	To implement budgeted activities as identified in the Awareness strategy	To implement budgeted activities as identified in the Awareness strategy
1.7	Solid Waste	1.7.1	To facilitate the effective and efficient removal of solid waste	1.7.1.1	To investigate the feasibility of a regional solid waste management site	1.7.1.1.1		a					Review IWMP
1.8	Municipal Health Services	1.8.1	To deliver an effective and efficient environmental municipal health service	1.8.1.1	To deliver an effective environmental municipal health service	1.8.1.1.1	Prepare Plan for effective and efficient Municipal Environmental Health Services	a	Prepare Plan for effective and efficient Municipal Environmental Health Services	Implement, monitor & Review MHS Plan	Implement, monitor & Review MHS Plan	Implement, monitor & Review MHS Plan	Implement, monitor & Review MHS Plan
1.9	Regional Fresh Produce Markets & Abattoirs	1.9	Investigate the feasiblity of Fresh Produce Markets and Abattoirs	1.9.1.1	Investigate the feasiblity of Fresh Produce Markets and Abattoirs	1.9.1.1.1	Prepare Feasibility Report on Fresh Produce Markets and Abattoirs	a	Determine the status quo (Survey & report) & the DM role	Monitor Situation	Monitor Situation	Monitor Situation	Monitor Situation
1.10	District Cemeteries	1.10.1	To ensure that sufficient burial space is available within the district	1.10.1.1	Investigate the feasibility of a Regional Cemetery Site/s	1.10.1.1.1		a				Review Cemetery Master Plan	

National General KPA: Social and Economic Development

Focus Area No	MANCO Priorities / Focus Area	Key Obj No	What / Key Objective (ultimate goal)	Obj No	What / Objective (5 year)	Strategy No	How / Strategy (Year 1)	Action No	What must happen / Action (Year 1)	How / Strategy (Year 2)	How / Strategy (Year 3)	How / Strategy (Year 4)	How / Strategy (Year 5)
2.1	District Tourism	2.1.2	To promote Zululand tourism both internally as well as externally	2.1.2.1	To create effective Tourism structures and have effective institutional arrangements in place.	2.1.2.1.1	Regulary review Tourism section resources	a	Review ZDM tourism section (allocate resources)	Regulary review Tourism section resources	Regulary review Tourism section resources	Regulary review Tourism section resources	Regulary review Tourism section resources
						2.1.2.1.2	Revive Tourism Forum	a	Review ZDM tourism structures and have scheduled meetings.	Regular ZTF meetings	Regular ZTF meetings	Regular ZTF meetings	Regular ZTF meetings
						2.1.2.1.3	Strengthen TKZN linkages	a	Liaze with TKZN on ongoing basis	Liaze with TKZN on ongoing basis	Liaze with TKZN on ongoing basis	Liaze with TKZN on ongoing basis	Liaze with TKZN on ongoing basis
						2.1.2.1.4	Review/update Tourism Sector Plan	a	Annual workhshop to update Tourism Sector Plan	Annual workhshop to update Tourism Sector Plan	Annual workhshop to update Tourism Sector Plan	Annual workhshop to update Tourism Sector Plan	Annual workhshop to update Tourism Sector Plan
						2.1.2.1.5	To update/maintain the Zululand Tourism Database	a	Capture new developments and delete closed down ones	Capture new developments and delete closed down ones	Capture new developments and delete closed down ones	Capture new developments and delete closed down ones	Capture new developments and delete closed down ones
				2.1.2.2	To ensure tourists/ potential tourists are aware of our product	2.1.2.2.1	To update/implement themes/packages website upgrading brochure distribution	a	Identify needs and do presentations to roleplayers and implement strategy	Identify needs and do presentations to roleplayers and implement strategy	Identify needs and do presentations to roleplayers and implement strategy	Identify needs and do presentations to roleplayers and implement strategy	Identify needs and do presentations to roleplayers and implement strategy
						2.1.2.2.2	To train and build capacity	b	To create awareness and to buid capacity on tourism in: local communities business sector schools, and councillors	To create awareness and to buid capacity on tourism in: local communities business sector schools, and councillors	To create awareness and to buid capacity on tourism in: local communities business sector schools, and councillors	To create awareness and to buid capacity on tourism in: local communities business sector schools, and councillors	To create awareness and to buid capacity on tourism in: local communities business sector schools, and councillors
				2.1.2.3	To make Zululand the favourite tourism destination	2.1.2.3.1	Regularly update the Zululand Tourism Sector Plan	a	ZTF to meet annually to update plan and actions	ZTF to meet annually to update plan and actions	ZTF to meet annually to update plan and actions	ZTF to meet annually to update plan and actions	ZTF to meet annually to update plan and actions
				2.1.2.4	Safety and Signage	2.1.2.4.1	Identify needs and implement	a	Identify needs and implement on annual basis	Identify needs and implement on annual basis	Identify needs and implement on annual basis	Identify needs and implement on annual basis	Identify needs and implement on annual basis
				2.1.2.5	Tourism Routes	2.1.2.5.1	Develop/improve the following tourism routes Battlefields Route ZBR (Birding Route) Route 66	a	Regular meetings, workshops and actions	Regular meetings, workshops and actions	Regular meetings, workshops and actions	Regular meetings, workshops and actions	Regular meetings, workshops and actions
2.2	LED	2.2.1	To improve the economy of the district, through the creation of job opportunities and additional economic activities	2.2.1.1	To effectively contribute & co-ordinate LED in the District	2.2.1.1.1	Review LED Plan	a	Implement LED plan	Monitor & Review the LED Plan	Monitor & Review the LED Plan	Monitor & Review the LED Plan	Monitor & Review the LED Plan
				2.2.1.2	To create LED awareness in the District	2.2.1.2.1	Sensitize the community about LED	a	Awareness campaigns	Building awareness	Building awareness	Building awareness	Building awareness
				2.2.1.3	To apply for funding for LED	2.2.1.3.1	Prioritization of projects	a	Business plans produced & submitted	Prioritization of projects	Prioritization of projects	Prioritization of projects	Prioritization of projects
2.3	HIV/AIDS	2.3.1	To reduce the impact of HIV/AIDS	2.3.1.1	To create HIV/AIDS awareness and education	2.3.1.1.1	Review HIV/Aids Plan	a	Implement & Monitor	Review HIV/Aids Plan	Review HIV/Aids Plan	Review HIV/Aids Plan	Review HIV/Aids Plan
2.4	Youth And Gender	2.4.1	To develop and empower Youth, Gender and people living with Disability	2.4.1.1	To strategically plan development and empowerment initiatives for youth and gender	2.4.1.1.1	Regular review the Youth, Gender and People living with Disabilities Plan	a	Implement & Monitor	Regular reiview the Plan	Regular reiview the Plan	Regular reiview the Plan	Regular reiview the Plan
2.5	Community Development	2.5.1	The social upliftment of the communities in ZDM	2.5.1.1	To reduce poverty by implementing Community Development Projects	2.5.1.1.1	To investigate new & review existing social upliftment programs	a	Regular review & implement social upliftment programs				

National General KPA: Institutional Transformation

Focus Area No	MANCO Priorities Focus Area	Key Obj No	What Key Objective (ultimate goal)	Obj No	What Objective (5 year)	Strategy No	How Strategy (Year 1)	Action No	What must happen Action (Year 1)	How Strategy (Year 2)	How Strategy (Year 3)	How Strategy (Year 4)	How Strategy (Year 5)
3.1	Employment Equity	3.1.1	To transform the organisation to comply with the Employment Equity Act	3.1.1.1	To comply with Employment Equity Legislation	3.1.1.1.1	To implement budgeted activities in the Employment Equity Plan	a	Prioritise activities for implementation	To implement budgeted activities in the Employment Equity Plan	To implement budgeted activities in the Employment Equity Plan	To implement budgeted activities in the Employment Equity Plan	To implement budgeted activities in the Employment Equity Plan
3.2	Skills development & capacity building	3.2.1	To develop capacity in the organisation for effective service delivery	3.2.1.1	To comply with Skills Development Legislation	3.2.1.1.1	Review Workplace Skills Plan	a	To source funding to review and implement a Workplace Skills Plan	To implement budgeted activities as identified in the Workplace Skills Plan	To implement budgeted activities as identified in the Workplace Skills Plan	To implement budgeted activities as identified in the Workplace Skills Plan	To implement budgeted activities as identified in the Workplace Skills Plan

National General KPA: Democracy and Governance

Focus Area No	MANCO Priorities Focus Area	Key Obj No	What Key Objective (ultimate goal)	Obj No	What Objective (5 year)	Strategy No	How Strategy (Year 1)	Action No	What must happen Action (Year 1)	How Strategy (Year 2)	How Strategy (Year 3)	How Strategy (Year 4)	How Strategy (Year 5)
5.1	Compliance, Clean and Sound Administration	5.1.1	To promote good governance, accountability & transparency	5.1.1.1	Policies & bylaws	5.1.1.1.1	Review and implement current policies and bylaws	a	Develop and monitor the implementation of a compliance check list.	Review and implement current policies and bylaws	Review and implement current policies and bylaws	Review and implement current policies and bylaws	Review and implement current policies and bylaws
		5.1.2	To manage risk to the Municipality effectively and efficiently	5.1.2.1	To operate the organisation at a minimum risk level	5.1.2.1.1	Review Municipal Risk Register	a	Clear or mitigate Municipal risks				
5.2	Integrated & Co-ordinated Planning and Development	5.2.1	To continuously promote integrated & co-ordinated planning and development within the District	5.2.1.1	To promote integrated development planning (including the spatial reflection thereof) in an environmentally responsible manner	5.2.1.1.1	Prepare 2012 to 2016 IDP (Develop and apply a district wide IDP framework, review SDF)	a	Identify areas for review	Review 2012 to 2016 IDP (Improve quality of information e.g. stats, sectoral planning, ward based planning, refine structure of IDP)	Review 2012 to 2016 IDP (Increase efforts to secure additional financial resources for service delivery, establish monitoring and evaluation mechanism, project integration)	Review 2012 to 2016 IDP (Improve project implementation)	Review 2012 to 2016 IDP (Market IDP to potential investors)
								b	Implement IDP Process Plan				
						5.2.1.1.2	Review SDF	a	Appoint Service Provider to review SDF	Revise SDF taking into consideration statssa figrs, community based planning tool	Establish monitoring and evaluation of projects	Review SDF	Review SDF
								b	Identify areas for review				
						5.2.1.1.3		a		Prepare EMF	Implement		

National General KPA: Financial Management

Focus Area No	Focus Area (MANCO Priorities)	Key Obj No	Key Objective (ultimate goal) (What)	Obj No	Objective (5 year) (What)	Strategy No	Strategy (Year 1) (How)	Action No	Action (Year 1) (What must happen)	Strategy (Year 2) (How)	Strategy (Year 3) (How)	Strategy (Year 4) (How)	Strategy (Year 5) (How)
4.1	Sound Financial Management	4.1.1	To promote good financial practices	4.1.1.1	To improve revenue collection	4.1.1.1.1	Implement current credit control and debt collection policy and bylaws & Review same policy and bylaws	a	Identify long outstanding consumers and apply restrictions	Implement current credit control and debt collection policy and bylaws & Review same policy and bylaws	Implement current credit control and debt collection policy and bylaws & Review same policy and bylaws	Implement current credit control and debt collection policy and bylaws & Review same policy and bylaws	Implement current credit control and debt collection policy and bylaws & Review same policy and bylaws
				4.1.1.2	To produce accurate statements	4.1.1.2.1	Prepare a schedule of all reconciliations to be performed	a	Reconcile accounts on a monthly basis	Review schedule of reconciliatins and monitor performance of existing reconciliations	Review schedule of reconciliatins and monitor performance of existing reconciliations	Review schedule of reconciliatins and monitor performance of existing reconciliations	Review schedule of reconciliatins and monitor performance of existing reconciliations
				4.1.1.3	To process payments in time	4.1.1.3.1	Develop an invoice tracking system	a	Monitor payment of invoices on a monthly basis	Pay creditors in accordance with the Tacking system deadlines	Pay creditors in accordance with the Tacking system deadlines	Pay creditors in accordance with the Tacking system deadlines	Pay creditors in accordance with the Tacking system deadlines
				4.1.1.4	To complete and submit accurate annual financial statements within the specified time period	4.1.1.4.1	Prepare a time schedule of all reconciliations to be performed to prepare AFS timely (in compliance with MFMA)	a	Prepare accurate monthly management accounts	Implement the AFS preparation time schedule	Implement the AFS preparation time schedule	Implement the AFS preparation time schedule	Implement the AFS preparation time schedule
				4.1.1.5	To complete a budget within the specified time period	4.1.1.5.1	Develop a budget time table in line with the IDP Process Plan	a	Adhere to set dates on the budget time table	Implement and review the budget time table	Implement and review the budget time table	Implement and review the budget time table	Implement and review the budget time table
				4.1.1.6	To have an effective Auditing Function	4.1.1.6.1	Develop an internal Audit plan	a	Implement the Internal Audit Plan	Develop an internal Audit plan	Develop an internal Audit plan	Develop an internal Audit plan	Develop an internal Audit plan
						4.1.1.6.2	Develop a risk register	a	Clear items identified in the risk register	Develop a risk register	Develop a risk register	Develop a risk register	Develop a risk register
						4.1.1.6.3	Ensure effective Audit Committee function	a	Monitor performance of Audit Committee				
				4.1.1.7	To develop a Financial Plan (i.e. Budget Process and Time Table)	4.1.1.7.1	Review and implement the current Financial Plan	a	Allocate budget according to IDP priorities	Review and implement the current Financial Plan	Review and implement the current Financial Plan	Review and implement the current Financial Plan	Review and implement the current Financial Plan
		4.1.2	To be a financially viable municipality	4.1.2.1	To increase the cost coverage ratio	4.1.2.1.1	Review and implement the investment policy	a	Identify surplus cash, which is not immediately required, for investment	Review and implement the investment policy	Review and implement the investment policy	Review and implement the investment policy	Review and implement the investment policy
						4.1.2.1.2	Implement the SCM policy to obtain cost effective methods of reducing fixed operating expenditure	a	Identify cost effective mechanisms for the reduction of fixed operating expenditure	Implement the SCM policy to obtain cost effective methods of reducing fixed operating expenditure	Implement the SCM policy to obtain cost effective methods of reducing fixed operating expenditure	Implement the SCM policy to obtain cost effective methods of reducing fixed operating expenditure	Implement the SCM policy to obtain cost effective methods of reducing fixed operating expenditure
				4.1.2.2	To increase the debt coverage ratio	4.1.2.2.1	To Increase the revenue base of the municipality	a	Identify new revenue sources	To Increase the revenue base of the municipality	To Increase the revenue base of the municipality	To Increase the revenue base of the municipality	To Increase the revenue base of the municipality
				4.1.2.3	To provide sufficient cash resources	4.1.2.3.1	Review and implement the current SDBIP	a	Adhere to planned cash flows in terms of SDBIP	Review and implement the current SDBIP	Review and implement the current SDBIP	Review and implement the current SDBIP	Review and implement the current SDBIP
				4.1.2.4	To keep a minimum cash balance to cover average monthly expenditure	4.1.2.5.1	Maintenance of the investment register on a monthly basis	a	Invest surplus funds immediately when available	Maintenance of the investment register on a monthly basis	Maintenance of the investment register on a monthly basis	Maintenance of the investment register on a monthly basis	Maintenance of the investment register on a monthly basis
				4.1.2.5	To report timely and accurately	4.1.2.5.1	Development of a reporting framework and adherence to the MFMA reporting checklist	a	Monitor reporting compliance by the reporting officer on a monthly basis	Implementation of a reporting framework and adherence to the MFMA reporting checklist	Implementation of a reporting framework and adherence to the MFMA reporting checklist	Implementation of a reporting framework and adherence to the MFMA reporting checklist	Implementation of a reporting framework and adherence to the MFMA reporting checklist
				4.1.2.6	To align Capital Programme and IDP	4.1.2.6.1	Review and implement the current financial plan	a	To include in the budget items that are in the IDP and its sector plans.	Review and implement the current financial plan	Review and implement the current financial plan	Review and implement the current financial plan	Review and implement the current financial plan

D. SECTOR INVOLVEMENT

1. RELATIONSHIP BETWEEN NATIONAL, PROVINCIAL AND LOCAL GOVERNMENT

While national government's role should be to provide overall guidance, direction, policy support and funding, it also needs to ensure that the projects which it supports are viable and sustainable. Provincial government has a key role to ensure that weak municipalities are supported and encouraged to assist poor communities and to embark on viable projects. In this regard, a dedicated provincial facilitation unit is essential. Local government on the other hand must ensure that their staffs are adequately trained, that partnerships are striven for at all costs with local stakeholders, that funds are accessed and investment sought and that the process avoids petty political or personal squabbles.

2. OVERVIEW OF PROVINCIAL DEPARTMENTS

2.1 KZN DEPARTMENT OF AGRICULTURE, ENVIRONMENT AND RURAL DEVELOPMENT

2.1.1 VISION

Optimum agricultural land use, sustainable food security, sound environmental management and comprehensive, integrated rural development.

2.1.2 MISSION

The Department, together with its partners and communities, champion quality agricultural, environmental and conservation services and drives integrated comprehensive rural development for all the people of KwaZulu-Natal.

2.1.3 SERVICES RENDERED BY THE DEPARTMENT

- Agricultural extension services
- Agricultural engineering services
- Agricultural technology development
- Veterinary services
- Environmental management services
- Agricultural training
- Agricultural economics and marketing
- Farmer Support Programme

2.1.4 STRATEGIC OUTCOMES OF THE DEPARTMENT

- Globally competitive agricultural production
- Accessible, quality and available food
- Farmer succession (emergent to commercial)
- Sustainable job creation (BEE)
- New markets developed (agricultural and value added)
- New and diverse products developed
- Safe, healthy and sustainable environments
- Sustainable natural resource utilization and community participation
- Improved national and international trade access and competitiveness
- A transformed Department, geared for service excellence and compliance with its legislative mandate

2.2 KZN DEPARTMENT OF COMMUNITY SAFETY AND LIAISON

2.2.1 VISION

'The people of KwaZulu-Natal live in a safe and secure environment.'

2.2.2   MISSION

'Be the lead agency in driving the integration of community safety initiatives, towards a crime-free KwaZulu-Natal.'

2.2.3   STRATEGIC GOALS AND OBJECTIVES

Strategic Goal 1: Promote democratic accountability and transparency in the police service and direct the South African Police Service towards effectively addressing provincial needs and priorities.

Strategic Objectives:-

- Evaluate police service delivery and compliance with national policy standards and make recommendations for redress where required.
- Address service delivery complaints against the police to support the raising of service standards.
- Assess the effectiveness of visible policing in the province.

Strategic Goal 2: To promote good relations and establish partnerships between the police and the communities.

Strategic Objectives:-

- Oversee the establishment and functioning of community policing forums at all police stations in the province.
- Enhance the capacity of the community police structures to improve co-operation between the police and the community.
- Promote community dialogue and participation in support of crime Prevention initiatives and activities.

Strategic Goal 3: To facilitate the development and co-ordination of social crime prevention initiatives.

Strategic Objectives:-

- Develop and execute social crime prevention programmes at provincial and local level.
- Research and develop social crime prevention responses to community safety priorities.
- Consolidate the Community Safety Network Structure.

Strategic Goal 4: To promote and support Victim Empowerment.

Strategic Objectives:-

- Promote the establishment of a Victim Support Network.
- Promote special support programmes for victims.
- Raise the awareness of protective rights among vulnerable groups.

2.3   KZN DEPARTMENT OF CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

2.3.1   VISION

People centered sustainable co-operative governance, which focuses on effective service delivery responsive to the needs of the community.

2.3.2   MISSION

To strengthen cooperation amongst all spheres of government, support and build capacity of local governance institutions, facilitate and coordinate stakeholder engagement, in pursuance of people-centered, accelerated service delivery.

2.3.3 PROGRAMME OVERVIEW

The services rendered by the department are categorized under 6 programmes.

Programme 1: **Administration**

This programme is dedicated to all supporting services within the department, as well as the Office of the Ministry and all special projects. The programme consists of two sub-programmes, namely Office of the MEC and Corporate Services.

Programme 2: Local Governance

This Branch forms part of the Chief of Operations. This Branch manages service delivery in support of effective local government. The core functions of this branch are as follows:-

- Promote good governance in municipalities
- Manage and co-ordinate municipal finances.
- Facilitate and co-ordinate municipal planning.
- Manage and co-ordinate municipal infrastructure development.
- Provide operational support to the Senior General Manager.

Programme 3: Development and Planning

This Chief Directorate forms part of the Branch: Local Governance. This Chief Directorate facilitates and co-ordinates municipal planning. The core functions of this Chief Directorate are as follows:-

- Support Municipal IDP processes.
- Ensure Municipal Performance Management.
- Support the development of spatial development frameworks
- Provide administrative support services to the Business Unit.

Programme 4: **Traditional Institutional Management**

The purpose of this programme is to support and enhance the capacity of traditional authorities/councils. The programme consists of three sub-programmes, namely Traditional Institutional Administration, Traditional Resource Administration and Traditional Land Administration.

Programme 5: **Urban and Rural Development**

This Chief Directorate forms part of the Branch: Business Support Services. This Chief Directorate To promotes urban and rural development by addressing challenges of poverty, job creation and under development. The core functions of this Chief Directorate are as follows:-

- To develop rural strategic interventions for rural development.
- To develop strategic interventions to address poverty and under-development in urban areas.
- To improve access of government service to communities.
- To facilitate synergistic partnerships between municipalities and institution of traditional leadership.
- Provide administrative support services to the Business Unit

Programme 6: **Systems and Institutional Development**

Systems and Institutional Development was a newly created programme with effect from 2007/08. The amounts in 2006/07 and prior years represent expenditure which was restated for comparative purposes in respect of the GIS function, previously under Programme 3: Development and Planning.

The main purpose of this programme is to develop and implement a comprehensive capacity building strategy for the department, in addition to establishing business units to handle monitoring and evaluation and external communications in order to promote municipal and traditional institutional transformation.

This programme consists of the following five sub-programmes: Capacity Building, Monitoring and Evaluation, Institutional Transformation and External Communications and Development Information Services.

2.4 KZN DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

2.4.1 VISION

For KwaZulu-Natal to become a competitive economy that improves the lives of its people.

2.4.2 MISSION

To develop and implement strategies that encourage participatory sustanaible economic development

2.4.3 STRATEGIC GOALS

For the Department to effectively implement its programmes and projects, it identified the following goals that are further pinned down into practical objectives. These are not isolated from the province's socio-economic development priorities that are reflected in the Provincial Growth & Development Strategy as well as Provincial Industrial Development Strategy:

Strategic Goal 1:

To reduce poverty by 50% by 2014

Strategic objectives

- To provide a suitable environment for the creation of sustainable jobs,
- To facilitate and promote skills development,
- To facilitate access to asset base for the poor,
- To promote social enterprises.

Strategic Goal 2:

To grow the economy by 8% by 2014

Strategic objectives

- To facilitate and promote integrated economic development planning,
- To facilitate and support the improvement of global competitiveness of industries,
- To promote the development of SMMEs and Co-operatives,
- To facilitate trade and the inflow of foreign direct investment.

Strategic Goal 3:

To promote good corporate governance

Strategic objectives

- To strengthen compliance with relevant pieces of legislation and government policies,
- To facilitate strategic stakeholder partnership in the development of the provincial economy.

Strategic Goal 4:

To be a centre of excellence

Strategic objectives

- To implement a strategy of operational excellence,
- To promote a culture of good corporate governance.

2.5   KZN DEPARTMENT OF ARTS & CULTURE

2.5.1   VISION

Prosperity and social cohesion through Arts and Culture

2.5.2   MISSION

To provide world class services in arts and culture for the people of KwaZulu-Natal by:

- Developing and promoting arts and culture in the Province and mainstreaming its role in social development
- Developing and promoting the previously marginalized languages and enhancing the linguistic diversity of the province
- Collecting, managing and preserving archival, museum and other forms of information resources
- Integrating and providing seamless art and culture services to the communities of the Province

2.5.3   STRATEGIC OBJECTIVES:

Efficient and transparent delivery of Arts, Culture and Tourism Services through:

Goal 1: The promotion of participation in and development of arts and culture.

Strategic Objectives:

- Create awareness of different art forms on the province
  Provide a platform for the development of artistic skills for self-sustainability

- Provision of training and facilities for moral development through cultural participation initiatives which include youth, women and physically challenged
- Provision of access to cultural infrastructure
- Facilitate access to all artistic and cultural programmes for the physically challenged
- Using arts and culture to address the social and health threats brought about by HIV/AIDS and other social ills, incorporating programmes for HDI's

Goal 2: The promotion of tourism and provision of support to public entities.

Strategic Objectives:

- Provide support to the public entities, ensure compliance and play oversight role.
- Ensure development and implementation of Provincial Tourism policy.
- Ensure integrated multi-sectoral participation on the tourism industry.
- Ensure availability of diverse tourism opportunities to promote the province as a tourism destination, locally, nationally, continentally and internationally.

Goal 3: The promotion of multi-lingualism and development of history marginalized languages

- Develop, implement and maintain a language policy in the province
- Coordinate terminology development
- Provide translation, editing and interpretation services
- Facilitate literacy development
- Provide administrative support to strategic language bodies

Goal 4: The provision of public library and information services, resources and support to municipalities and the promotion of library development and usage.

Strategic Objectives:

- Improve public library access in all communities by building, upgrading, equipment and automating public libraries.
- Develop and sustain a reading culture by acquiring and processing appropriate library material in all forms.
- Ensure the equitable provision of access to information by all communities.
- Improve service delivery through promotion, training and professional support.

Goal 5: The promotion, management and preservation of public records;

Strategic Objectives:

- To provide archival service and promote the use of, and enable access to archives.
- To ensure proper management and care of records on government bodies.
- Development upgrading and maintenance of facilities and other infrastructure to increase access.
- To improve and promote the provision and access to information
- To acquire and preserve public records.

2.6 KZN DEPARTMENT OF EDUCATION

2.6.1 VISION

A well educated, skilled and highly developed citizenry.

2.6.2 MISSION STATEMENT

To provide equitable access to quality education for the people of KwaZulu-Natal.

2.6.3 STRATEGIC GOALS

- Provide high quality, relevant education to all learners, regardless of age, which will equip them with knowledge, skills, values and attitudes to meet the challenges of the 21st century;
- Transform the department into a 21st century learning organisation, with the focus on results, high performance, effective communication and quality service delivery;
- Transform schools and colleges into self-reliant and effective learning institutions that are also community centres for life long learning;
- Develop the department's human resource capacity to meet the highest standards of professionalism in line with the requirements of the Employment Equity Act and other transformation targets;
- Provide and utilise resources to achieve redress and equity, and to eliminate conditions of physical degradation in institutions;
- Eliminate fraud, corruption and mal-administration; and
- Deal urgently and purposefully with the impact of the HIV and AIDS pandemic, as part of an integrated provincial response.

While the higher-level strategic goals remain constant, a key question has arisen as to the department's role in mitigating conditions of under-development. The strategy of the department therefore becomes the provision of access to quality education and skills for all and, in particular, the poor. All programmes are continually assessed in terms of how effectively they contribute to addressing issues of physical, epistemological and socio-cultural access of the population of this province.

2.7 KZN DEPARTMENT OF HEALTH

2.7.1 VISION

Optimal health status for all persons in KwaZulu-Natal

2.7.2   MISSION

To develop a sustainable, co-ordinated, integrated and comprehensive health system at all levels, based on the primary health care approach through the district health system.

2.7.3   STRATEGIC GOALS AND OBJECTIVES

- Enhancing the productive capacity of the economy and investing in economic and social infrastructure to accelerate growth through strengthened and increased collaboration with external stakeholders and service providers involved in the health sector, and through the acceleration of infrastructure development and acquisition of medical equipment;
- Enhancing job creation by supporting labour intensive industries and expanding employment creating government programmes by ensuring that Supply Chain Management effectively supports the service delivery needs of all health institutions through developmentally oriented processes, as well as through ensuring that appropriate financial, procurement and human resource delegations are in place;
- Investing in human development and maintaining a progressive social security net by sustaining and expanding the health work force through the implementation of innovative human resource management strategies and implementing performance management and coaching programmes, as well as by ensuring the effective implementation of programmes to reduce non-communicable diseases and diseases of lifestyle;
- Improving the quality of education, health and other social services and intensifying targeted antipoverty initiatives and identifying new ones where necessary. This entails mainstreaming of primary health care services, ensuring integrated planning for the provision of health services,

continuing to implement the Tuberculosis Crisis Management Plan, continuing to accelerate and sustain the implementation of the National Strategic Plan for Comprehensive HIV and AIDS, as well as decreasing preventable causes of maternal child and women's health morbidity and mortality, and by accelerating and sustaining the provision of nutritional support through the integrated Nutrition Programme; and

- Improving the capacity and effectiveness of the state to deliver services and enhancing safety and security by improving clinical governance, including quality of care and infection prevention and control, ensuring that key support services are effectively provided, ensuring that Geographical Information Systems (GIS) for health planning and service delivery are in place, improving the quality and use of health data, implementing an appropriate monitoring and evaluation system and ensuring equitable and appropriate distribution of Tele-health and information technology (IT) resources.

2.8   KZN DEPARTMENT OF HUMAN SETTLEMENTS

2.8.1   VISION

Enabling all people to house themselves by engaging various institutions and stakeholders in the provision of a conducive and enabling environment.

2.8.2   MISSION

To effectively and efficiently manage the implementation of National and Provincial Housing Programmes in partnership with the relevant role players, by developing sustainable human settlements characterized by affordable and adequate shelter for qualifying citizens in KwaZulu-Natal.

2.8.3   STRATEGIC OBJECTIVES

- Eradicate slums in KwaZulu-Natal by 2014;

- Strengthen governance and service delivery;
- Ensure job creation through housing delivery;
- Accelerate housing delivery in rural areas;
- Accelerate the Hostels Redevelopment and Upgrade Programme;
- Complete all blocked projects by 2007;
- Create rental/social housing opportunities;
- Build the capacity of housing stakeholders (especially municipalities);
- Promote home-ownership;
- Provide housing for vulnerable groups including those affected by HIV and AIDS;
- Ensure the provision of incremental housing; and
- Implement a Financial Services Market Programme.

2.8.4   CORE FUNCTIONS

- To promote the provision of housing development;
- To promote the provision of affordable housing and essential services;
- To manage, control and maintain the immoveable assets of the department;
- To administer and manage housing subsidies to targeted groups;
- To research, establish, monitor and implement policies within the National Housing Policy framework;
- To formulate a provincial housing development plan for the province;
- To facilitate and create housing institutions;
- To provide legal advice on land and environmental issues;
- To rehabilitate existing houses for victims affected by political unrest and correct the previous dysfunctionalities of the Housing Resettlement Programme;
- To administer and co-ordinate the Hostels Redevelopment and Upgrade Programme; and
- To administer the clearance of slums in the Province of KwaZulu-Natal.

2.9   KZN DEPARTMENT OF SPORT AND RECREATION

2.9.1   VISION

United and healthy communities through sport and recreation.

2.9.2   MISSION

We will maximize opportunities through the promotion, development and transformation of sport and recreation to create cohesive and sustainable communities and enhance the quality of life of the citizens of KwaZulu-Natal.

2.9.3   STRATEGIC OBJECTIVES

- Render an efficient and effective administration support service to the MEC;
- Provide Parliamentary support to the MEC;
- Promote accountability at all managerial levels and ensure the proper delegation of responsibilities to the relevant levels in the Department;
- Ensure sound financial accounting processes;
- Ensure compliance with the PFMA through the implementation of relevant financial management procedures;
- Promote financial control through internal inspectorate and control;
- Render human resource management and development;
- Ensure human resource planning, development, training and policy formulation;
- Manage labour relations and discipline;
- Provide auxiliary support services;
- Render communication and marketing services;
- Render administrative support to districts and clusters;
- Promote participation and development in junior sport;
- Promote participation and development in sport in communities;
- Promote participation and development in recreation;
- Co-ordinate the provision and development of sport and recreational facilities;

⚫ Provide a research and information service.

2.10   KZN DEPARTMENT OF TRANSPORT

2.10.1 VISION

"Prosperity Through Mobility"

This means that all activities of the Department and the manner in which the Department delivers services to communities will increase the wealth and quality of life to all citizens of the province.

2.10.2 MISSION STATEMENT

"We will provide the public with a safe, integrated, regulated, affordable and accessible transportation system, and ensure that, in delivering on our mandate, we meet the developmental needs of our province."

AND

We will promote transparent and accountable government, plan in accordance with the needs of our customers, and ensure effective, efficient and transparent delivery of services through the appropriate involvement of the public and through regular and accurate reporting."

2.10.3 STRATEGIC OBJECTIVES

⚫ Improving and ensuring road and public transport safety;
⚫ Developing the people, the economy and the infrastructure of KwaZulu-Natal;
⚫ Institutionalising public participation and strengthening democratic governance;

⚫ Facilitating rural development, reducing poverty and inequality and ensuring an infrastructure balance;
⚫ Facilitating the growth and development of the road construction industry in KwaZulu-Natal, so as to be fully representative of the demographic profile of the province; and
⚫ Ensuring financial accountability, value based resource management and development of integrated management systems.

2.10.4 CORE FUNCTIONS

Turning the vision of the department into reality can only be achieved by focusing the attention and energy of all employees and relevant stakeholders on the performance of core functions that are to produce results. The core functions are:

Road Infrastructure

To construct and maintain a balanced road network that complies with the Provincial Growth and Development Strategy.

⚫ Public and Freight Transport

The planning and provision of urban and rural public transport facilities, conducting transport studies, the control of road transportation, provision of transport planning frameworks, and the management of public transport services and the public road network.

⚫ Road Traffic

The registration and licensing of vehicles and drivers, the regulation of traffic on public roads, the maintenance and provision of visible road traffic signs and the implementation of road safety campaigns and awareness programmes.

⚫ Support Functions

To effectively perform these core functions and to effectively deliver and provide services to the public, the Department needs technical and / or professional support in the following areas:

- Human Resources Management and Development;
- Financial Management;
- Communication;
- Monitoring and Evaluation;
- Procurement; and
- Legal Services.

2.11 KZN DEPARTMENT OF PUBLIC WORKS

2.11.1 VISION

"A thriving economy through infrastructure development and property management"

2.11.2 MISSION

"We will lead in infrastructure development and property management in KwaZulu-Natal"

2.11.3 STRATEGIC OBJECTIVES

- Strategic objectives are areas of organisational performance that are critical to the achievement of its mission. They are areas that describe the strategic direction of the organisation. They directly influence the outcomes of the organisation.
- In its determination of its relevant strategic objectives, the Department has taken into account the Provincial 2020 Vision and the Department's Mandates. The Department has discussed the Provincial Priority Areas and will emphasize specific functions where these can positively impact upon these priorities. For ease of reference, the priority areas are listed as -

- Eradication of poverty and inequality;
- Managing the impact of HIV/AIDS and reducing its spread;
- Re-engineering and enhancing integrated service delivery in government;
- Investing in infrastructure;
- Strengthening of governance; and
- Human capability development.

The strategic objectives listed herewith were identified and adopted by the Department. The attainment of these objectives must be ensured by management (led by the Head of the Department) in developing the operational-plans of the organisation.

2.11.4 PROGRAMMES

Programme 1: Administration:

Management

- Objective 1: To improve service delivery,
- Objective 2: To continuously improve the procurement process,
- Objective 3: To ensure effective communication,
- Objective 4: To ensure accountability,
- Objective 5: To improve financial management,
- Objective 6: To develop and manage a human resource strategy

Ministry

- Objective 1: To provide overall policy direction (both strategic and political)
- Objective 2: To monitor and reduce security threats and risks within the department,

- Objective 3: To achieve high level of beneficiary satisfaction and employment   opportunities,
- Objective 4: To drive the Department's participation in the alleviation of poverty in KwaZulu-Natal,
- Objective 5: To improve the public image and the manner in which the Department is perceived,
- Objective 6: To provide response and quick services on cabinet and parliamentary matters.

Programme 2: Real Estate:

- Objective 1: To develop an asset management strategy,
- Objective 2: To develop, review and implement standard operating procedures,
- Objective 3: To institute a Provincial preventative maintenance plan,
- Objective 4: To develop, review and implement policies of the department,
- Objective 5: To manage the roster for the appointment of Consultants,
- Objective 6: To develop norms and standards for external contractors.

Programme 3: Provision, Structures And Equipment:

- Objective 1: To provide buildings, structures and equipment to client departments   timeously and according to their specifications,
- Objective 2: To improve service delivery methodology,
- Objective 3: To create an enabling environment for Affirmable Business Enterprises   to do business with the Department,
- Objective 4: To initiate and coordinate strategic partnerships,
- Objective 5: To align and coordinate operational activities of the Regions in line with   the Departmental strategic objectives. ROLE OF THE DISTRICT MUNICIPALITY

In terms of the Constitution, the White Paper and the legislation flowing from it, the district is required to structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, to promote the social and economic development of the district as a whole and to participate in national and provincial development programmes. The role of the district municipality also lies in facilitating integrated development planning, including land-use planning, economic planning and development, and transport planning. The role of district municipality as infrastructural development agents is administered through levies and should also provide bulk-services where required. The district municipality has the responsibility of stepping-in where local municipalities fail whereby it must provide and maintain appropriate levels of municipal services where the local municipalities fail.

3.   SECTOR DEPARTMENT INVOLVEMENT IN THE IDP PROCESS

To be included in the final IDP Report.

4.   ROLE OF THE LOCAL MUNICIPALITY

The developmental role of the Zululand District Municipality requires it to work together with local communities to find sustainable ways to meet the community's needs and improve their quality of life. The municipality must provide a vision and leadership for all those who have a role to play in achieving local prosperity. It must also exercise its powers and functions in a way that has a maximum impact on the social development of communities and on the growth of the local economy, in a sustainable manner.

5. ROLE OF COUNCILLORS, THE INGONYAMA TRUST BOARD AND TRADITIONAL AUTHORITIES

5.1 COUNCILLORS

- Take responsibility for providing access to basic services including administration, planning and evaluation, local roads, refuse and sewerage removal, water and sanitation, electricity, storm water drainage, primary health services, protection and emergency services, security, transport, cemeteries, libraries and museums, and recreation facilities;
- Take responsibility for development through interaction with all stakeholders in setting priorities for access to affordable services; infrastructure development; and local economic development;
- Identity local needs and motivate for funding to meet those needs, from the District Councils and other sources.

5.2 THE INGONYAMA TRUST BOARD

5.2.1 BACKGROUND

The Ingonyama Trust was established in terms of the KwaZulu-Natal Ingonyama Trust Act, (Act 3 of 1994). This Act was amended by the National Act 9 of 1997. Among other things, the KwaZulu-Natal Ingonyama Trust Amendment Act provided for the establishment of the Ingonyama Trust Board. The primary objective of the Board is to function as landowner-in-law of Ingonyama Trust land, which is in extent of some 2.7 million hectares spread throughout KwaZulu-Natal.

The legislation provides for His Majesty the King to be the sole trustee but in terms of the 1997 amendments the Board came into operation on the 2 October 1998 to actually administer the affairs of the Trust. The Chairperson of the Board is His Majesty the King of his nominee. The members are appointed by the Minister, subject to consultative procedures laid down in the Act.

The core business of the Trust is to manage the land for the "material benefit and social will being of the individual members of the tribes". However, no alienation or burdening of the land may occur without the written permission of the relevant traditional or community authority.

5.2.2 VISION

The Board's vision is to improve the quality of life of the people living on Ingonyama Trust land by ensuring that land usage is to their benefit and in accordance with the laws of the land.

5.2.3 OBJECTIVES

The objectives of the Board are:

- To formulate and implement policy;
- To provide and effective land administration system;
- To create a climate which encourages development and
- To extend security of tenure in accordance with both customary and statutory law always subject to the Constitution Act, 1996.

5.2.4 THE BOARD

The Ingonyama Trust Board, "the Board" is a schedule 3A Public Entity reporting to the National Minister for Rural Development and Land Reform "the Minister" as Executive Authority. The Board is the Accounting Authority and derives its mandate form the KwaZulu-Natal Ingonyama Trust Act (Act 3 of 1994) as amended by National Act 9 of 1997 read in conjunction with the Public Finance Management Act (Act 1 of 1999). In addition the Board is also guided by the King Report on Corporate Governance.

In line with its statutory mandate the Board is responsible for:

- the formulation and implementation of policy;
- the provision of effective land administration and real estate management systems;
- the creation of a climate to encourage development; and
- the extension of security of tenure in accordance with both customary and statutory law always subject to the Constitution Act (Act 108 of 1996).

In terms of Act 3 of 1994 (as amended) the Minister appoints members of the Board subject to consultation with His Majesty, the Premier and the Chairperson of the KwaZulu House of Traditional Leaders. Act 3 of 1994 as amended provides for His Majesty to be the sole Trustee and Chairperson of the Board and for the appointment of eight other Board members.

The duties and objectives of the Board are:

- to provide strategic leadership;
- to monitor operational performance of management;
- to protect the Trust's financial position;
- to ensure that the Trust adheres to high standards of ethics and corporate behaviour;
- to review and adopt appropriate risk management and regulatory compliance policies; and
- to set policy, standards and objectives and ensure implementation.

The Executive Committee of the Board is responsible, *inter alia*, for the following:

- Advising and recommending to the Board
- the issuing of tenure rights including leases, servitudes, land availability agreements and development rights agreements; and
- the optimisation of revenue from commercial activities;

- developing frameworks, policies, guidelines and an environment to ensure that the Trust employs, rewards and retains dedicated efficient and loyal employees.
- ensuring adherence to all financial and administrative policies and procedures adopted by the Board;
- ensuring adherence to the provisions of the Public Finance Management Act (Act of 1999) and its Regulations;
- developing and maintaining effective systems of control and monitoring to ensure cost effectiveness of funds controlled by the Trust.
- ensuring that any income generated is efficiently collected and disbursed;
- ensuring that procurement procedures support Board Based Black Economic Empowerment Policies; and
- the submission to the Board of annual budgetary allocations and undertaking monthly reviews.

5.3 TRADITIONAL AUTHORITIES

The following is a list of Traditional Councils in the Zululand District Municipality:

- Mthethwa
- Mavuso
- Msibi
- Ndlangamandla
- Ntshangase
- Simelane
- Hlahlindlela
- Matheni
- Usuthu
- Buthelezi
- Mbatha
- Mlaba
- Ndebele

- Nobamba
- Sibiya
- Ndlangamandla Ext
- Disputed Area
- Khambi
- Khambi Ext
- Mandhlakazi
- Zungu

According to the Traditional Leadership and Governance Framework Act (2003), a Traditional Council (which must be established by all traditional communities) has the following functions:

- Facilitating the involvement of the traditional community in the development or amendment of the integrated development plan of a municipality in whose area that community resides;
- Supporting municipalities in the identification of community needs;
- Recommending appropriate interventions to government that will contribute to the development and service delivery within the area of jurisdiction of the traditional council;
- Participating in development programmes of municipalities and of the provincial and national spheres of government;

- Promoting indigenous knowledge systems for sustainable development;
- Administering the affairs of the traditional community in accordance with custom and tradition;
- Assisting, supporting and guiding traditional leaders in the performance of their functions;
- Participating in the development of policy and legislation at local level;
- Promoting the ideals of co-operative governance, integrated development planning, sustainable development and service delivery;
- Alerting any relevant municipality to any hazard or calamity that threatens the area of jurisdiction of the traditional council in question, or the wellbeing of the people living in such area of jurisdiction;
- Performing functions conferred by customary law, customs and statutory law consistent with the Constitution.

The Act therefore suggests that traditional leaders primarily play a supportive role to the municipality and is, in turn, one of the key stakeholders that municipalities should consult in accordance with the principles of integrated development planning. Community development is one of the key functions for traditional leaders and this could include economic development, social development through the support of customs and social cohesion as well as improved service delivery.

E.   IMPLEMENTATION PLAN

To be provided in final IDP

F.   PROJECTS

More details to be provided in final IDP.

Details of the planned **water** and **sanitation** related investment into the district is provided hereunder. As such, a summary table is provided indicating the extent of the capital requirements for water and sanitation provision in the ZDM:

Table 51: Capital Requirements for Water from 2012/13 to 2016/17

WATER	Capital requirements		2012/13		2013/14		2014/15		2015/2016		2016/2017		>2017
Regional bulk	R	1,744,257,962	R	261,833,460	R	252,013,825	R	122,947,376	R	141,194,771	R	105,133,211	R	861,135,319
Secondary bulk	R	1,088,374,123	R	122,088,842	R	95,981,010	R	57,291,804	R	44,491,516	R	26,385,475	R	742,135,476
Reticulation	R	130,622,400	R	14,061,980	R	13,741,600	R	5,743,680	R	3,829,120	R	2,613,220	R	90,632,800
Total capital (new)	**R**	**2,963,254,485**	**R**	**397,984,282**	**R**	**361,736,435**	**R**	**185,982,860**	**R**	**189,515,407**	**R**	**134,131,906**	**R**	**1,693,903,595**
Regional bulk		TBA		TBA		TBA		TBA		TBA		TBA		TBA
Secondary bulk		TBA		TBA		TBA		TBA		TBA		TBA		TBA
Reticulation		TBA		TBA		TBA		TBA		TBA		TBA		TBA
Total capital (refurbishment)		TBA		TBA		TBA		TBA		TBA		TBA		TBA
Total capital	**R**	**2,963,254,485**	**R**	**397,984,282**	**R**	**361,736,435**	**R**	**185,982,860**	**R**	**189,515,407**	**R**	**134,131,906**	**R**	**1,693,903,595**

Source: WSDP 2012

Table 52: Capital Requirements for Sanitation from 2012/13 to 2016/17

SANITATION	Capital requirements		2012/13		2013/14		2014/15		2015/2016		2016/2017		>2017
Bulk infrastructure	R	-	R	-	R	-	R	-	R	-	R	-	R	-
Reticulation	R	-	R	-	R	-	R	-	R	-	R	-	R	-
VIP toilets	R	315,820,000		59,668,000		61,884,000		59,190,000		59,402,000		60,750,000		14,926,000
Total capital (new)	**R**	**315,820,000**	**R**	**59,668,000**	**R**	**61,884,000**	**R**	**59,190,000**	**R**	**59,402,000**	**R**	**60,750,000**	**R**	**14,926,000**
Bulk infrastructure		TBA		TBA		TBA		TBA		TBA		TBA		TBA
Reticulation		TBA		TBA		TBA		TBA		TBA		TBA		TBA
VIP toilets		TBA		TBA		TBA		TBA		TBA		TBA		TBA
Total capital (refurbishment)		TBA		TBA		TBA		TBA		TBA		TBA		TBA
Total capital	**R**	**315,820,000**	**R**	**59,668,000**	**R**	**61,884,000**	**R**	**59,190,000**	**R**	**59,402,000**	**R**	**60,750,000**	**R**	**14,926,000**

Source: WSDP 2012

Table 53: LED Projects

	Project Name	08/09	09/10	10/11	11/12	12/13	13/14	Total
1	Skills Development Center	500 000	500 000	1 000 000	1 000 000	1 000 000	1 000 000	5 000 000
2	Clothing Manufacturing & Laundromat	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	6 000 000
3	Mandlakazi Block Making Factory	250 000	250 000	250 000	250 000	250 000	250 000	1 500 000
4	Accommodation / Guest Ho	300 000	500 000	500 000	300 000	250 000	250 000	2 100 000
5	Vegetable / Horticultural	250 000	250 000	250 000	250 000	250 000	250 000	1 500 000
								16 100 000

G.   FINANCIAL PLAN

This section of the report contains the **Financial Plan** (extracted from the draft 2012/2013 budget). The **SDBIP** will be included in the final IDP Report.

1.   MUNICIPAL FINANCIAL PLANNING

The purpose of the financial plan is to set out details of the financial issues that need to be addressed in a financial year. It is meant to be a tool to highlight any financial shortcomings. Financial planning is the organization of financial data for the purpose of developing a strategic plan to constructively manage revenue, expenditure, assets and liabilities to meet short, medium and long-term goals and objectives. Roy Diliberto contends that financial planning is looking at the future and brings it back to the present while you can still do something about it. It is therefore imperative to scrutinize the state of the municipal finances with regards to possible future income sources and the areas where such income is likely to be applied given the present level of backlogs and community priorities. The Financial Plan is a tool that is generally used by municipalities to influence the contents of the IDP so as to ensure that the IDP is actually funded and that Cash is actually available to implement projects in terms of Municipal IDP objectives.

In order to ensure that projects identified in the IDP are implemented through sound financial planning, the municipality needs to ensure that:

- A financial plan is developed specifying the projects to be undertaken, the associated time frames within which they are to be completed as well as sources of funding for the projects.
- The projects are prioritized in terms of the needs of the community.

The IDP is linked to financial planning. A financial plan involves producing a medium term (five year) projection of capital and operating expenditure. The projections include an overall overview of likely future tariffs assuming that all other things remain equal. For example if Eskom increases tariffs above the general norm, then the water tariffs will have to be increased accordingly.

2.   FINANCIAL PROJECTIONS

Table 54: Revenue Projections

To be included in the Final IDP Report.

Table 55: Expenditure Projections

To be included in the Final IDP Report.

3.   CAPITAL INVESTMENT PROGRAMME

Table 56: Capital Funding by Sources

To be included in the Final IDP Report.

4.   ZDM 2012/2013 BUDGET

Table 57: Budget Summary

To be included in the Final IDP Report.

Table 58: Municipal Revenue and Expenditure by Vote

To be included in the Final IDP Report.

Table 59: CAPEX

To be included in the Final IDP Report.

5.   REVENUE RAISING STRATEGIES

The following are noted hereunder:

- Revision of implementation of a credit control policy
- Strengthening the Customer Services Centre
- Customer education
- All water and sewerage debtors are to be followed up and collected in terms of the credit control policy. It is imperative to collect debtors so as to be able to undertake service delivery. Writing off bad debts will be dealt with in the delegated powers.

5.1   DEBT MANAGEMENT

The nature and extent of poverty in the district is negatively affecting the ability of the majority of our residents to pay for the services rendered. As a result, the value of outstanding debtors is increasing.

To reduce this outstanding balance, council has resorted to the strict implementation of the credit control and debt collection policy by installing controlled flow meters for the indigent consumers and the restriction of water supply for the non-indigent consumers.

5.2   SUPPLY CHAIN MANAGEMENT

The primary objective of this section is to provide supply chain management which is fair, transparent, efficient, equitable, competitive and which ensures best value of money for the municipality and promotes local economic development.

5.3   INTERNAL CONTROLS

Internal controls are operational and they assist the municipality to identify and address any weaknesses.

The ZDM council does not suffer any liquidity risk due to the process of close monitoring of cashflow forecasts and avoidance of debt that cannot be serviced.

6.   FINANCIAL POLICIES

All the financial policies will be revised to ensure that they comply with the most recent legislation and that they are in line with the current policies set by the Council. The following policies will be revised:-

- Subsistence and Traveling policy
- Credit control policy
- Tariff policy
- Investment and cash management policy
- Insurance policy
- Supply chain management policy
- Asset management policy
- Risk management policy
- IT Disaster Recovery Plan
- Fraud Prevention Strategies

The above policies should amongst other legislation, take into account the relevant sections of the MFMA.

7.   ANNUAL REPORT

An annual report for the year ending 2011/2012 will be compiled and issued in terms of the Municipal Finance Management Act. The report will be made available to interested stakeholders.

8.   GAMAP/GRAP

GAMAP/ GRAP compliance will follow the Implementation Plan in accordance with the medium capacity exemption.

9.   AUDIT COMMITTEE

The functioning of the district- wide Audit and Performance Management Committee shall be strengthened to ensure compliance with the MFMA provisions.

10.   INTEGRATED DEVELOPMENT PLAN (IDP)

This Financial Plan forms part of the IDP and the projected Revenue and Expenditure priorities reflect IDP Council objectives and community priorities.

H. ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

The Municipal Systems Act, enacted in November 2000, requires all municipalities to:

- Develop a performance management system
- Set targets, monitor and review performance based on indicators linked to their integrated development plan (IDP)
- Publish an annual report on performance for the councilors, staff, the public and other spheres of government
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government
- Conduct an internal audit on performance before tabling the report
- Have their annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance

1. KEY PERFORMANCE AREAS

Based on the issues identified, the key performance areas for the municipality have been defined as:

- Service Delivery
- Economic Development
- Social Development
- Institutional Development
- Financial Management
- Good governance and public participation

In addition to these, a number of key National indicators are prescribed, that must form part of the Municipality's Performance Management System.

2. BASIC PRINCIPLES OF ZULULAND DISTRICT MUNICIPALITY PERFORMANCE MANAGEMENT SYSTEM

- It is Council's responsibility to adopt the PMS.
- The Executive Committee is responsible for the development of the system. However, the Executive Committee may assign responsibilities to the Municipal Manager in this regard, but remains accountable for the development of the PMS.
- The process of developing the system must be inclusive, participatory and transparent.
- The PMS must be simple, realistic, fair and objective, developmental and non-punitive.
- The IDP process and the PMS process should appear to be seamlessly integrated.

3. MUNICIPAL INSTITUTIONAL ARRANGEMENTS

The municipality has established a project team comprising of the Municipal Manager and head of Departments to facilitate the performance management process within the Municipality. This team is responsible for the drafting, implementation and monitoring of the entire performance process within the Municipality

The Team is responsible for:

- Preparing the organization for change with the objective of reaching a common understanding of performance management within the organization;
- Facilitating the development of the PMS framework; and
- Supporting the organization in the implementation of the PMS framework.

The Zululand District Municipality has an Audit and Risk Management Committee set up in accordance with the prescripts of the Municipal Finance Management Act No. 56 of 2003, section 166. The Committee comprises of two independent members, who are not in the employ of the Zululand District Municipality, nor are they political office bearers.

The Chairperson of the Audit Committee is an independent person who is knowledgeable of the status of the position and has the requisite legal, business and leadership skills. The Committee operates in terms of written terms of reference approved by the municipality's Accounting Officer and Council's Executive Committee, which is in accordance with best practice.

3.1 AUDIT AND RISK MANAGEMENT COMMITTEE

The Zululand District Municipality has an Audit and Risk Management Committee set up in accordance with the prescripts of the Municipal Finance Management Act No. 56 of 2003, section 166. The Committee comprises of two independent members, who are not in the employ of the Zululand District Municipality, nor are they political office bearers.

The Chairperson of the Audit Committee is an independent person who is knowledgeable of the status of the position and has the requisite legal, business and leadership skills. The Committee operates in terms of written terms of reference approved by the municipality's Accounting Officer and Council's Executive Committee, which is in accordance with best practice.

The Committee performs its responsibilities as required in terms of the Municipal Finance Management Act (MFMA), as well as the code of Corporate Governance. The Audit Committee meets a minimum of four (4) times during a financial year. The Following issues are deliberated upon:

- The adequacy, reliability and accuracy of financial reporting and information;
- The activities and effectiveness of internal audit function;
- The accounting and auditing concerns identified as a result of the internal or external audits;
- The effectiveness of the internal control systems;
- Risk Management;
- Compliance with the MFMA and other applicable legislation;
- Performance Management; and
- Reports on forensic investigations.

3.2 INTERNAL AUDIT

The Zululand District Municipality has a system of Internal Audit under the control and direction of its Audit and Risk Committee. Based on the results of assurance work carried out by the Internal Audit unit, areas of weakness are identified and addressed. The weaknesses in internal control systems are brought to the attention of management to take corrective measures.

4. THE ZDM PERFORMANCE FRAMEWORK

Each municipality is required by legislation to develop a performance management framework. The framework should describe how the process of performance planning, monitoring, measurement, review and reporting will happen.

The framework also needs to indicate how the process will be organized and managed, by determining the functions of each role-player in the process.

In terms of Local Government Municipal Planning and Performance Regulations, a system must:

(a)   Comply with all requirements set out in the Municipal Systems Act;
(b)   Demonstrate how it is to operate and be managed from the planning stage up to the stages of performance review and reporting;
(c)   Clarify the roles and responsibilities of each role player, including the local community, in the functioning of the system;
(d)   Clarify the processes of implementing the system within the framework of the integrated development planning process;
(e)   Determine the frequency of reporting and the lines for accountability for performance;
(f)   Relates to the Municipality's employee performance management process

The Zululand District Municipality Performance Management Framework is a tool used by management to gain a better understanding of the ability of the organization to fulfill its mandate and achieve its goals.

The Zululand District Municipality Performance framework has the following steps:

Table 60: Steps in Preparing the ZDM OPMS

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Amendments identified in the revision process	All previous years' amendments to be taken into consideration in updating the IDP	Council; Exco; MM; HODs
Adoption of a process for drafting the IDP	Process adopted to guide the planning, drafting, adoption & review of the IDP	Council; Exco; MM; HODs
	Constitute ZDM Representative forum as Community Participation structure	Planning; Depts
	Advertise for Community Participation	Depts
	As part of IDP process, identify key development challenges	Council; Exco; MM; HODs
	Arrange for notices and agendas to be distributed at least 14 days before the meeting	Planning; Depts
	Document meeting comments and representations and include in Performance sheet	Planning; Depts
	Confirm key development priorities	Exco; Depts

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Drafting of the IDP	Exco to delegate responsibility of drafting the IDP, whilst continuously monitoring it	Planning
Adoption of the developed IDP	Submit draft IDP to Council for adoption	Planning
	Community given 21 days to comment on draft prior to plan being submitted to Council for adoption	Planning; Depts
Implementation of the developed IDP	Convene regular meetings with Community to monitor IDP implementation	Planning; Depts
	Community forum members given 14 days before meetings to allow consultation with their constituencies regarding matters to be discussed at the meeting	Planning; Depts
	Municipality formally adopted the IDP	Council; Exco; MM; HODs
Disclose requirements of the IDP	MM to submit copy of IDP to the MEC for local Govt within 10 days of its adoption by Council	MM

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
	Copy of IDP to MEC must contain : Summary of process adopted; Statement confirming that IDP development process has been complied with and a copy of the adopted framework	MM
	Municipality to give notice to Public, within 14 days of IDP adoption and makes copies available for Public inspection	Planning; Depts
	Municipality to publicize, within 14 days of IDP adoption, a summary of the Plan	Depts
Proposals on the IDP received from the MEC	If proposals received from MEC, proof must be obtained that : 1) IDP has been adjusted if proposals agreed to 2) Reasons have been provided to MEC where proposals not agreed to	Council; Exco; MM; HODs
Proposals for amending the IDP	If IDP amended, proof to be held that proposals were introduced by a member or committee of the Council	Council; Exco; MM; HODs
Amending the IDP	Proof must be obtained that notice was given by Municipality to all Council members before amendment adopted	Planning

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
	Proof must be obtained that prior to IDP amendment being adopted, public notice was issued for public comment allowing at least 21 days to comment on the proposed amendment	Planning; Depts
	Confirmation required that local Municipalities were consulted and that their comments were considered	Planning; Depts
	Proof must be held that the MM submitted copy of subsequent amendment to the MEC for local Govt within 10 days of the amendment of the Plan	MM

2. DEVELOPMENT OF A FRAMEWORK FOR THE PMS

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Review of framework for PMS together with PMS for year under review	Municipality review its framework for the PMS together with PMS for year under review	Dev Planning

2. DEVELOPMENT OF A FRAMEWORK FOR THE PMS

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Development of a framework for the PMS	Municipality has a documented framework for it s PMS	Dev Planning
	Keep minutes of meetings that were convened with Community Forum to consult regarding the development of the framework for the PMS	Planning; Depts
	Community must be given at least 14 days before each meeting to consult their constituencies regarding the matters to be discussed at the meeting	Corporate Serv; Depts
Development of the PMS	Proof that Exco managed the development of the municipality's PMS	Exco
	Convene meetings with community forum to consult	Planning; Depts
	Delegation of responsibilities assigned to the MM by Exco with regard to the development of the PMS in place	Planning
Adoption of the PMS	Proof required that Exco submitted the proposed PMS to Council for adoption	MM; Planning
	Proof required that Council adopted the PMS before or at the same time as	Exco; Council;

2. DEVELOPMENT OF A FRAMEWORK FOR THE PMS

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
	setting up of KPIs and targets as per IDP	MM; HODs
Implementation of the PMS	Proof that the municipality did implement the PMS	Dev Planning
	Proof that the community forum was consulted through regular meetings regarding the implementation of the PMS	Planning; Depts
Monitoring and review of the PMS	Proof that the municipality did establish mechanisms to monitor and review its PMS	Planning; Depts
	Proof that the municipality does monitor and review its PMS	Dev Planning
	Confirm that the community forum was given enough time to consult their constituencies regarding matters to be discussed at meetings	Dev Planning
	Proof that the municipality made know internally and to the public, the KPIs and performance targets set by it for the purposes of its PMS	Planning; Depts

2. DEVELOPMENT OF A FRAMEWORK FOR THE PMS		
RESPONSIBILITY	**KEY ACTIONS**	**PARTY(IES) RESP. FOR ACTIONING**
Evaluating the framework for the PMS	Proof that the PMS framework describes how the municipality's cycle and processes of **Performance Planning, Monitoring, Measurement, Review, Reporting and Improvement will be conducted, organized and managed**	Dev Planning
Evaluating the PMS	Proof that the municipality's PMS shows how it is to operate, clarifies roles and responsibilities of role-players, clarifies system implementation, frequency of reporting and accountabilities, relates to the municipality's employee performance management process, provide a procedure to link PMS to IDP planning process and is devised to serve as an early warning of under-performance	Planning; Depts

3. PROCESS FOR SETTING & REVIEWING KPIs		
RESPONSIBILITY	**KEY ACTIONS**	**PARTY(IES) RESP. FOR ACTIONING**
Prescribed process for setting Key Performance	Confirmation required that the PMS prescribes a process of setting KPI's	Planning; HODs

3. PROCESS FOR SETTING & REVIEWING KPIs		
RESPONSIBILITY	**KEY ACTIONS**	**PARTY(IES) RESP. FOR ACTIONING**
Indicators		
Prescribed process for the Review of the Key Performance Indicators	Confirmation that the PMS prescribes an annual performance review process for the review of KPIs	Planning; HODs
Developing KPIs	Proof required that the municipality's PMS sets KPIs which are used as a yardstick for measuring performance, including outcomes and impact	Planning; HODs
	Proof required that the community through a forum was allowed to participate in the setting of appropriate KPIs for the municipality	Planning; HODs
Reviewing the KPIs	Proof that the municipality does review its KPIs on an annual basis in accordance with the PMS's review process	Planning; HODs
Evaluating the Key Performance Indicators	Proof required that the KPIs are reflected in the IDP of the municipality	Planning; HODs
	Ensure that KPIs set include the general national KPIs prescribed according to Regulation 10	Dev Planning

3. PROCESS FOR SETTING & REVIEWING KPIs

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
	Include KPIs for all municipal entities and Service Providers with whom the municipality has entered into a service delivery agreement	Planning; HODs

4. PROCESS FOR SETTING PERFORMANCE TARGETS

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Prescribed process for setting Performance targets	Confirmation that the municipality's PMS prescribes process for setting performance targets	Planning; MM; HODs
Setting Performance targets	Ensure performance targets are set in terms of the PMS	Planning; MM; HODs
	Ensure that Community involvement was sought in setting Performance targets for the municipality	Planning; Depts
	If the IDP and subsequently the KPIs were amended, confirm that performance targets were also amended in accordance with the amendments of	Planning; Depts

4. PROCESS FOR SETTING PERFORMANCE TARGETS

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
	the KPIs	
Evaluating the Performance targets	Proof that targets were set for each of the KPIS	Planning; Depts
	Ensure that the performance targets are practical and realistic and measure the efficiency, effectiveness, quality and impact of the performance of the municipality and its constituencies	Planning; Depts

5. TRACK PERFORMANCE OF STAFF AND SERVICE PROVIDERS

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Framework to track the performance of staff and Service Providers of the Municipality	Confirmation that the municipality has a framework in terms of its PMS to track performance of staff and Service Providers	Planning; Depts
Service delivery process	Ensure that all municipal staff reported in accordance with their lines of accountability and at the required	MM; HOD's

5. TRACK PERFORMANCE OF STAFF AND SERVICE PROVIDERS

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
	intervals	
	Proof that each service provider has reported to the municipality in accordance with their responsibilities and at the required reporting intervals	HOD's
	Ensure that resource allocation to service providers is in accordance with the municipality's development priorities and objectives	HOD's
Evaluating the framework for the tracking of the performance of the municipality's staff and service providers	Proof required that the framework has clarified breakdown of performance targets at all levels of the organization	HOD's
	Ensure that the framework clarifies the lines of accountability within the municipality and the intervals for reporting thereto (Staff & SPs)	MM; HOD's
	Ensure that framework clarifies methods for tracking performance of municipality's staff and that of Service Providers	HOD's

6. DEVELOPMENT OF A MONITORING FRAMEWORK

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Monitoring framework	Ensure that the municipality has, as part of its PMS, a monitoring framework	Exco; Council; MM; HODs
Development of a monitoring framework	Proof that the municipality developed its monitoring framework after consultation with some form of Community forum	Planning; Depts
	Where Forum was used, proof required that notice was given at least 14 days prior to each meeting, giving them a chance to consult with their constituencies	Planning; Depts
Performance Monitoring	Proof that the monitoring of municipality's and service providers' performance are monitored in accordance with the monitoring framework	Planning; Depts
	Proof required that performance of staff and that of service providers is monitored on an ongoing basis throughout the financial year	MM; Exco; Council; HODs
	Where under-performance detected, proof that corrective measures were taken	MM; Exco; Council; HODs

6. DEVELOPMENT OF A MONITORING FRAMEWORK

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Evaluating the monitoring framework	Confirm that the monitoring framework identifies roles of role-players in monitoring, collecting and analysing data; allocating tasks and gathering data; determines what data to be collected, how data is to be collected, stored, verified and analysed; gives timeframes for the data collection, times for report submissions and how they are to be submitted	Depts
	Confirmation that the framework provides for corrective measures where under-performance has been identified	MM; HODs
	There must be reporting to Council at least twice a year	MM

7. INTERNAL CONTROLS

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Internal control	Ensure that the municipality has, as part of its internal control, an Internal Audit	CFO

7. INTERNAL CONTROLS

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
	Activity	
	Ensure that a Performance Audit Committee has been set	Depts
Internal control exercised	Proof that the Audit Committee performs continuous audits assessing : 1) Functionality of the PMS 2) Compliance of the PMS with Systems Act 3) The extent to which measurements are reliable measures of the municipality's performance against KPIs	Depts
	Ensure that Performance Audit Committee has at least 3 members	Depts
	Ensure majority of Committee members are not involved as councilor or employee of the municipality, with at least 1 member being a PMS expert	Depts
	Performance Audit committee to submit at least 2 Audit reports to Council during the financial year	Planning

7. INTERNAL CONTROLS		
RESPONSIBILITY	**KEY ACTIONS**	**PARTY(IES) RESP. FOR ACTIONING**
Characteristics of the Performance Audit Committee	The Committee must have unrestricted access to records deemed necessary for it to perform its duties; it may also request any relevant person to attend its meetings to provide information considered important/relevant; it may liaise directly with Council/MM or internal and external auditors; it may also investigate any matter it deems necessary for the performance of its audits	Depts

5.   ANNUAL PERFORMANCE REPORT FOR THE COUNCIL (2010/2011)

The Annual Performance Report for the Council for the 2010/2011 financial year is as follows

Table 61: Annual Performance Report for Council (2010/2011)

Focus Area	KPI No	Indicator	Indicator/KPI measurement Frequency	Baseline	Annual target	Actual Achieved
Water and Sanitation	1	Sec 43 (Reg 10 (a)) : Percentage of households with access to basic level of water	Quarterly	63.7% of households had access to basic level of water	64.7% of households had access to basic level of water	65.7% of households had access to basic level of water
	2	Sec 43(Reg 10 (b)): Percentage of households earning less than R1100 pm with access to free water (Note: Rudimentary LOS included)	Quarterly	63.7% of households had access to basic level of water	64.7% of households had access to basic level of water	65.7% of households had access to basic level of water
	3.1	Number of required tests conducted (samples) as per approved strategy	monthly	1000 equired tests conducted (samples) as per approved strategy	1228 required tests conducted (samples) as per approved strategy	1228 equired tests were conducted (samples) as per approved strategy
	4	Cumulative water supply interruption time per plant less than specified target	Quarterly	15	<_15	9
	5	Draft WSDP submitted for consideration by council by target date	Quarterly	WSDP approved by council by 28/05/2010	WSDP approved by council by 30/06/2011	WSDP approved by council by 29/05/2011
	6	Sec 43(Reg 10 (a)): Percentage of households with access to	Quarterly	55.2% of households with access to basic	60.4% of households with access to basic	59.7% of households with access to basic level

Focus Area	KPI No	Indicator	Indicator/KPI measurement Frequency	Baseline	Annual target	Actual Achieved
		basic level of sanitation		level of sanitation	level of sanitation	of sanitation
	6.2	Sec 43(Reg 10 (b)): Percentage of households earning less than R1100 pm with access to free sanitation	Quarterly	55.2% of households with access to basic level of sanitation	60.4% of households with access to basic level of sanitation	59.7% of households with access to basic level of sanitation
	7	Draft 2011/2012 Water policies and bylaws revisions submitted for consideration by council by target date	annualy		Draft 2011/2012 Water policies and bylaws revisions submitted for consideration by 30 June 2011	Draft 2011/2012 Water policies and bylaws revisions submitted for consideration by 29 May 2011
	8	Number of reports considered by WSA	quarterly		24 certified WSP reports submitted	24 WSP reports considered
	9	Average time of notification to community prior to planned interuptions	Quarterly	4 hrs notification to community prior to planned interuptions	24 hrs notification to community prior to planned interuptions	48 hrs notification to community prior to planned interuptions
	10	MIG grant funds spent on approved projects by the prescribed date	Quarterly	100% MIG grant funds spent on approved projects by 30 June 2010	100% MIG grant funds spent on approved projects by 30 June 2011	100% MIG grant funds spent on approved projects by 30 June 2011
	11	Sec 43 (Reg 10 (c)): Percentage of capital budget actually spent on projects identified in IDP	Quarterly	100% of capital budget spent on projects identified in IDP	100% of capital budget spent on projects identified in IDP	100% of capital budget spent on projects identified in IDP

Focus Area	KPI No	Indicator	Indicator/KPI measurement Frequency	Baseline	Annual target	Actual Achieved
Disaster Management	12	Number of planned awareness campaigns held	Quarterly	13 planned awareness campaigns held	12 planned awareness campaigns held	16 planned awareness campaigns held
	12.1	Updated plan that complies with sections 52,53 of the Disaster Management act 57 of 2002, submitted to council by the specified date	Quarterly	Disaster Management Plan approved by 25 March 2010	Disaster Management Plan approved by 31 June 2011	Disaster Management Plan approved by 30 April 2011
MunicipalAirport	12.2	% progress with implementation of airport plan	Quarterly	75% progress with implementation of airport plan	50% progress with implementation of airport plan	70% progress with implementation of airport plan
Sound Financial Management	13	Sec 43 (Reg 10 (g(ii))): Outstanding Service Debtors to Revenue	Quarterly	0.5 Outstanding Service Debtors to Revenue	0.25 Outstanding Service Debtors to Revenue	
	14	Number of adjustments effected in relation to the number of accounts issued	Quarterly	50% adjustments effected in relation to the number of accounts issued	50% adjustments effected in relation to the number of accounts issued	
	15	Average processing time for invoices of approved work/services	Quarterly	7 days processing time	30 days processing time	
	16	Date Financial Statements submitted to office of AG	annually	Financial Statements submitted to office of AG by 30 August 2010	Financial Statements signed off by 31 August 2011	

Focus Area	KPI No	Indicator	Indicator/KPI measurement Frequency	Baseline	Annual target	Actual Achieved
	16.1	Nature of Audit Opinion	annually	Unqualified	Unqualified	
	16.2	Number of matters of concern reported	annually		Less than 8 matters of concern reported	
	17	Date of approval of Tabled Budget	annually	Budget tabled by 25 March 2010	Budget tabled by 15 March 2011	
	17.1	Date of approval of Final Budget	annually	Final Budget approved by 27 May 2010	Final Budget approved by 30 June 2011	
	18	Percentage of Planned Audit Meetings held	Quarterly	5 Planned Audit Meetings held	5 Planned Audit Meetings to be held	
	18.1	Percentage of Audit queries cleared within the next financial year	annually	40% of Audit queries cleared	75% of Audit queries cleared	
	19	Date for approval of Financial Plan	annually	Financial Plan approved by 27 May 2010	Financial Plan approved by 30 June 2011	
	20	Sec 43 (Reg 10 (g(iii))): Cost Coverage	Quarterly	Cost Coverage of 6	Cost Coverage of 6	
	20.1	Sec 43 (Reg 10 (g(i))): Debt Coverage Ratio	Quarterly	Debt coverage ratio of 4	Debt coverage ratio of 4	
	21	DTLGA: % operating budget	Quarterly	100 % of operating	96 % of operating	

Focus Area	KPI No	Indicator	Indicator/KPI measurement Frequency	Baseline	Annual target	Actual Achieved
		funded from cash		budget funded from cash	budget to be funded from cash	
	22	Number of days with excessive funds in current account in relation to the strategy	Quarterly	15 days	60 days	
	23	Date of approval of Annual Report	annually	Annual report approved by 28 Jan 2010	Annual report approved by 31 Mar 2011	
	23.1	Date of receipt of SDBIP by Mayor	Quarterly	SDBIP signed by MM by 08 June 2010	SDBIP signed by MM by 14July 2011	
	23.2	Number of SDBIP reports considered	Quarterly		16 reports submitted to CFO by 30 June 2011	
	24	To submit SDBIP reports to CFO	Quarterly		16 reports 2 weeks after financial yr end	13 reports 2 weeks after financial yr end
	25	% of capital projects budgeted for in accordance with the IDP	annually	100% of capital projects budgeted for in accordance with the IDP	100% of capital projects budgeted for in accordance with the IDP	
	25.1	Sec 43 (Reg 10[g]): Financial viability as expressed by the ratios in Gazette.	annually			
District Tourism	26	Number of tourism packages created for prioritised areas by	quarterly	5 packages approved by Tourism portfolio	3 packages approved by Tourism portfolio	5 packages approved by Tourism portfolio

Focus Area	KPI No	Indicator	Indicator/KPI measurement Frequency	Baseline	Annual target	Actual Achieved
		specified date		committee	committee	committee
	27	Compilation of Tourism statistics by specified date	quarterly	Tourism statistics compiled and approved by 30 April 2010	Tourism statistics compiled and approved by 01 June 2011	Tourism statistics compiled and approved by 28 May 2011
	27.1	% of planned tourism liason meetings held	quarterly	4 planned tourism liason meetings held	8 planned tourism liason meetings held	12 planned tourism liason meetings held
Economic Development	29	Number of LED awareness events held	quarterly	12 LED awareness events held	8 LED awareness events held	14 LED awareness events held
	30	Number of LED business plans that are submitted by specified date	quarterly	17 LED business plans business plans submitted to funders	10 LED business plans business plans submitted to funders	17 LED business plans submitted to funders
	31	LED Plan reviewed and approved (Including Tourism, Business & Agricultural Plans) by target date	quarterly	LED plan reviewed and approved at 28 May 2010	LED plan reviewed and approved at 30 March 2011	LED plan reviewed and approved at 28 March 2011
	31.1	Number of LED Forums/Sub-Forums meetings held	quarterly	15 LED forums/subforums were held	9 LED forums/subforums were held	15 LED forums/subforums were held
HIV/AIDS	32	Number of planned awareness campaigns held	quarterly	13 planned awareness campaigns held	10 planned awareness campaigns held	26 planned awareness campaigns held

Focus Area	KPI No	Indicator	Indicator/KPI measurement Frequency	Baseline	Annual target	Actual Achieved
	33	HIV/AIDS Strategy reviewed and submitted to MM by planned date	quarterly	HIV/AIDS strategy reviewed and submitted to MM by 30 April 2010	HIV/AIDS strategy reviewed and submitted to MM by 30 June2011	HIV/AIDS strategy reviewed and submitted to MM by 29 May 2011
Youth and Gender	34	Number of approved programmes held	quarterly	8 approved programmes were held	5 approved programmes were held	8 approved programmes were held
	35	Number of Youth & Gender related Business Plans submitted for funding	quarterly	2 youth and gender business plans were submitted for funding	2 youth and gender business plans were submitted for funding	4 youth and gender business plans were submitted for funding
	36	Youth & Gender Strategy reviewed and submitted to MM by specified date	quarterly	Youth and gender strategy was reviewed and submitted to the MM by 31 January 2010	Youth and gender strategy was reviewed and submitted to the MM by 3o June 2011	Youth and gender strategy was reviewed and submitted to the MM by 29 May 2011
	37	Number of District Youth & Gender Councils Meetings held	quarterly	8 district youth and gender councils meetings were held	4 district youth and gender councils meetings held	6 district youth and gender councils meetings were held
Community Development	38	Number of people participating in ZDM Capacity Building Programmes	quarterly	700 people participated in councils capacity building programmes	500 people participating in councils capacity building programmes	700 people participated in councils capacity building programmes
	39	Number of CapacityBuilding related Business Plans submitted	quarterly	8 capacity building related business plans submitted	6 capacity building related business plans submitted	8 capacity building related business plans submitted
Compliance, clean	40	Revision of policies and bylaws	annual	Policies and bylaws	Revision of policies and	Revision of policies and

Focus Area	KPI No	Indicator	Indicator/KPI measurement Frequency	Baseline	Annual target	Actual Achieved
and sound administration		by specified date		reviwed by 27 May 2010	bylaws by 30 June 2011	bylaws by 28 March 2011
	40.1	Date of submission of bylaws for promulgation	annual	Bylaws submitted for promulgation 60 days after adoption	Bylaws submitted for promulgation 60 days after adoption	Bylaws submitted for promulgation 15 days after adoption
	40.2	Date of submission of reviewed employee assistance Program	Quarterly	EAP submitted by 30 April 2010	EAP submitted by 30 April 2010	EAP submitted by 29 May 2011
	41	Communication Plan reviewed for the year	Quarterly	Communication Plan reviewed by 31 May 2011	Communication Plan reviewed by 30 June 2011	Communication Plan reviewed by 28 March 2011
	42	Percentage of department allocated grant funds received (prior to approval of adjustment budget) spent	Quarterly	100% of allocated grant funds received (prior to approval of adjustment budget) spent	100% of allocated grant funds received (prior to approval of adjustment budget) spent	74.25% of allocated grant funds received (prior to approval of adjustment budget) spent (97+100+100/4)
	43	Sec 43(reg 10)(f): % of Municipal budget actually spent on skills Development Plan	Quarterly	100 % of Municipal budget spent on skills Development Plan	100 % of Municipal budget spent on skills Development Plan	100 % of Municipal budget spent on skills Development Plan
Integrated & co-ordinated development	44	Number of Alignment meetings held	Quarterly	20 alignment meetings held	20 alignment meetings held	18 alignment meetings held
	45	Date of adoption of 2011/2012	Quarterly	Process Plan adopted by	Process Plan adopted by	Process Plan adopted by

Focus Area	KPI No	Indicator	Indicator/KPI measurement Frequency	Baseline	Annual target	Actual Achieved
		Process Plan		30 July 2010	30 Sept 2011	29 May 2011
	45.1	Date of adoption of 2011/2012 Framework Plan	Quarterly	Framework Plan adopted by 30 July 2010	Framework Plan adopted by 30 Sept 2011	Framework Plan adopted by 29 May 2011
	47	Sec 43 (Reg 10 (e)): Number of EE target groups employed in three highest levels of management	Annually		1 target group employed in three highest levels of management	3 target groups employed in three highest levels of management

6. KEY PERFORMANCE INDICATORS (2012/2013)

To be included in final IDP Report.

7. ORGANISATIONAL SCORECARD (2012/2013)

To be included in final IDP Report.

I.   ANNEXURES

ANNEXURES	
J.1	Detailed Disaster Management Plan
J.2	Land Use Management Framework
J.3	LED Plan
J.4	SDBIP 2012/2013