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KWAZULU-NATAL PROVINSIE
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PROVINCIAL NOTICES • PROVINSIALE KENNISGEWINGS

PROVINCIAL NOTICE 162 OF 2016**DEPARTMENT OF COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS****CONSOLIDATED ANNUAL MUNICIPAL PERFORMANCE REPORT 2014/2015: PROVINCE OF KWAZULU-NATAL**

The Consolidated KwaZulu-Natal Annual Municipal Performance Report for the 2014-2015 financial year is hereby published for general information in terms of section 47(2)(c) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000).

Given under my Hand at Pietermaritzburg on this 9th day of September 2016.

MRS N DUBE-NCUBE, MPL

Member of Executive Council of the Province of KwaZulu-Natal
responsible for local government

PROVINSIALE KENNISGEWING 162 VAN 2016**DEPARTEMENT VAN SAMEWERKENDE REGERING EN TRADISIONELE SAKE****GEKONSOLIDEERDE JAARLIKSE MUNISIPALE WERKVERRIGTINGSVERSLAG 2014/2015: PROVINSIE VAN KWAZULU-NATAL**

Die Gekonsolideerde KwaZulu-Natal Jaarlikse Munisipale Werkverrigtingsverslag 2014/2015 finansiële jaar word hiermee gepubliseer vir algemene inligting ingevolge artikel 47(2)(c) van die Wet op Plaaslike Regering: Munisipale Stelsels, 2000 (Wet No. 32 van 2000).

Gegee onder my Hand te Pietermaritzburg op hierdie 9de dag van September 2016.

MEV. N DUBE-NCUBE, LPW

Lid van die Uitvoerende Raad van die Provinsie van KwaZulu-Natal
verantwoordelik vir plaaslike regering

UMNYANGO WEZOKUBUSA NGOKUBAMBISANA NEZOMDABU**UMBIKO WONYAKA ODIDIYELWE WOKUSEBENZA KOMASIPALA KA 2014/2015 WESIFUNDAZWE SAKWAZULU-NATALI**

UMbiko woNyaka oDidiyelwe wokuSebenza koMasipala baKwaZulu-Natali wonyaka wezimali ka 2014/15, ngalokhu ushicilelwa ulwazi lwawonkewonke ngokwesigaba 47(2)(c) soMthetho weziNhlelo zoMasipala woHulumeni baseKhaya, 2000 (uMthetho No. 32 ka 2000).

Sikhishwe ngaphansi kweSandla sami eMgungundlovu ngalolu suku mhla zi-9 kuMandulo, oNyakeni weziNkulungwane eziMbili neShumi nesiThupha.

NKK. N DUBE-NCUBE

iLungu loMkhandlu oPhethe esiFundazweni saKwaZulu-Natali
elibhekele oHulumeni baseKhaya



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

SECTION 47 REPORT

CONSOLIDATED ANNUAL MUNICIPAL

PERFORMANCE REPORT FOR

2014/15 FINANCIAL YEAR

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MEC FOREWORD



Ms. Nomusa Dube-Ncube, MPL

**MEC for Co-operative Governance and Traditional Affairs
KwaZulu-Natal**

On 18 September 2014 President Jacob Zuma convened the second Presidential Local Government Summit at the Gallagher Convention Centre, Midrand, Johannesburg. The theme of the summit was “Back to Basics – Serving our Communities Better”. The impetus for the summit was the imperative to improve the functioning of the municipalities to better serve communities by getting the basics right. It was with this same imperative in mind that we in KZN embarked on the B2B programme.

A year has passed since we started on this journey and it is necessary for us to reflect on what we have achieved in this past year. What we have not been so successful with, how do we address those challenges, and how do we move forward within the ever dynamic local government.

Whilst a lot of good work has been done, and much effort has been put into the implementation of the programme, we have encountered challenges along the way. It is also recognized that despite our delivery achievements, much still needs to be done to improve the performance of local government. The Back to Basics Programme is being implemented by all of government, as a Presidential priority, with the added imperative of the need to remain focused and driven towards the approaching local government elections in 2016

It became clear that in order to respond to various government initiatives, inclusive of the Back to Basics Programme, aimed at improving people’s lives and service delivery, it became necessary for the Local Government Branch to undergo a process of reorientation to enable it to render hands-on support as well as to improve co-ordination in the delivery of government services within the local government sphere. To this end, the Local Government Branch has been re-aligned in order to respond appropriately to the new emerging trends in local government.

This includes the institutionalisation of the Back to Basics Support programme which is aligned to Operation Sukuma Sakhe as well as the creation of a new Business Unit called **Municipal Service Delivery Support**. The Municipal Service Delivery Support's main task will be to ensure that there is co-ordination of support and work processes within the Department, other sector departments and municipalities. Some of the functions of this Business Unit will include:

- Ensuring the functionality of IGR Structures in municipalities;
- Supporting the implementation of performance management in municipalities;
- Co-ordinating the five pillars of the Back to Back Basics programme as per Chapter 13 of the National Development Plan (supporting the building of a capable state); and
- Ensuring the integration of Back to Basics into Operation Sukuma Sakhe and the implementation thereof;

The new structure introduces a new concept of Local Government Champions who will be placed in various districts, acting as a link between the Provincial Department and municipalities. The Local Government Champions should be able to speedily attend to challenges emanating from municipalities, resolve them and provide referrals to the relevant Business Units and other sector Departments. They will also act as the Champions of the Back to Basics programme in the various districts where they will be placed. They will also be guiding the provision and monitoring the efficacy of the support provided to municipalities.



INTRODUCTION

Background to Municipal Performance Reporting

The Consolidated Municipal Performance Report is compiled in terms of the legislative requirements of Chapter 6 of the Municipal Systems Act No. 32 of 2000 and Chapter 12 of the Municipal Finance Management Act No. 56 of 2003. The Municipal Systems Act prescribes the role of each sphere of government in municipal performance reporting.

Purpose of the Report

The purpose of this Consolidated Annual Municipal Performance Report is to report on progress being made by Municipalities towards achieving the overall goal of “a better life for all”. Furthermore, the report is a key performance report to the communities and other stakeholders in keeping with the principles of transparency and accountability of government to the citizens. It subscribes to the South African developmental nature of participatory democracy and co-operative governance and responds to the principles of the Constitution, Batho Pele, and White Paper on Local Government, MSA and the MFMA.

The Municipal Reporting Process

Section 46 (1) of the Municipal Systems Act (MSA) 32 of 2000, states that:

Municipality must prepare for each financial year a performance report reflecting:

- a) The performance of the municipality and of each external Service provider during that financial year;
- b) A comparison of the performances referred to paragraph (a) against set targets and performances in the previous financial year; and
- c) Measures taken to improve performance.

An annual performance report must form part of the municipality’s annual report in terms of chapter 12 of the Municipal Finance Management Act.

Section 121 of the Municipal Finance Management Act (MFMA) 56 of 2003, requires that:

Every municipality and every entity must for each financial year prepare an annual report. The Council of a municipality must within nine months after the end of a financial year deal with the annual report of the municipality and of any municipal entity under the municipality’s sole or shared control in accordance with section 129.

Section 129 of the Municipal Finance Management Act (MFMA) 56 of 2003, requires that:

The Council of a municipality must consider the annual report of the municipality and of any municipal entity under the municipality’s sole or shared control, and by no later than two months from the date on which the annual report was tabled in the council in terms of section 127, adopt an oversight report containing the council’s comments on the annual report, which must include a statement whether the council:

- a) has approved the annual report with or without reservations;
- b) has rejected the annual report; or
- c) has referred the annual report back for revision of those components that can be revised.

Provincial Reporting Process

Section 47 of the Municipal Systems Act, 32 of 2000:

The MEC for Local Government must annually compile and submit to the Provincial Legislature and the Minister a consolidated report on the performance of Municipalities in the Province.

The report must:

- a) identify Municipalities that under-performed during the year;
- b) propose remedial action to be taken; and
- c) Be published in the Provincial Gazette.

The MEC for Local Government must submit a copy of the report to the National Council of Provinces.

Provincial reporting process

The information gathered during the process of compiling the Section 47 Report, serves as the principle guidance for the identification of underperforming municipalities. Section 47(2)(a) of the Municipal Systems Act requires the MEC to identify municipalities that under-performed during the year. This identification is done as part of the gathering and assessment of applicable performance information during the year, utilising the Back to Basics municipal performance assessment process.

Performance information for all municipalities are gathered and compiled through an extensive participatory and consultative process. The Department, through its Back to Basics Programme municipal performance assessment process, gathers and analyses quarterly performance information. The information gathered during the quarterly assessment process is used as a basis for compiling the annual and accumulated information which are used for this consolidated performance report. This information is then scrutinised by various role players and final verification of the information is done in consultation with the Municipalities and the Departmental Business units responsible for particular functions.

Particular care is taken to ensure that the information reflected in the report is accurate, based on the various processes and sources of gathering and confirming the information. The data quality checks and data profiling is highly unlikely to be perfect and it must be accepted that regardless of all the best necessary care being taken to avoid it, certain anomalies in the data might still be prevalent.

The final set of information per municipality is utilised for 2 main purposes. Firstly, to identify municipalities which have underperformed using a scoring system with weighting allocated per indicator and determining a total score per municipality? Secondly, to identify specific areas in which municipalities have not performed in accordance with the required norms and standards. These areas of underperformance are communicated formally to all municipalities and are also considered and utilised for the preparation of support plans (as part of the Back to Basic programme) to assist the municipalities to improve its performance in these areas. This information is also communicated internally in the Department, to its Business Units for corrective action based support to municipalities.

MUNICIPAL PERFORMANCE ASSESSMENT

Assessment Tool and Support Plans

With the introduction of the Back to Basics Programme a new assessment tool was developed to assess the B2B programme. These indicators measure whether municipalities are performing in terms of the 'basics', namely:

- Putting people first
- Delivering basic services
- Good governance
- Sound financial management
- Building capable institutions

Customised support plans were drafted for each municipality. Departmental and sector support resources were mobilised and focused on identified municipalities. Municipal Managers were required to report to Councils monthly and all other reporting as per B2B strategy had to be undertaken.

Pillar 1: Putting People First

Ward Committees

The function of a ward committee is to effectively support the elected ward councillor for that ward and to serve the community, by inter alia: Organising and attending meetings of the ward; Submission and tabling of reports and plans addressing the needs and priorities of the ward and to provide feedback on the functions rendered by the municipality that impacts on the ward, in order to formulate recommendations to be submitted to the municipality through the ward councillor;

Complaints management system

It is in every municipality's interest to give a high priority to effective complaint management. Complaints offer municipalities an opportunity to correct immediate problems. Municipalities have a number of mechanisms for handling grievances and complaints, but none of these has reached a high level of public acceptance or user satisfaction. Complaint management systems can provide a platform for citizens to voice their dissatisfaction about poor or inadequate performance of municipalities and for those municipalities to gather information, prioritize, and monitor their responses.

Jobs Created through EPWP

The EPWP was adopted by the government as a strategy for alleviating unemployment and improving skills development.¹⁴ The EPWP policy framework documents clearly state that the skills development part of the programme is of great importance, as it makes the public-works jobs sustainable. In other words, the programme implies that providing skills to those without jobs will help to meet the demand for skilled labourers. The EPWP has drawn large numbers of the unemployed population into productive work.

Functional Disaster Management Centre

A Municipality's disaster management centre aims to prevent or reduce the effects of a disaster, mitigate the severity of consequences of disasters, prepare for emergencies, respond rapidly and effectively to disaster and implement post-disaster recovery and rehabilitation within the district through effective monitoring, integrating, coordinating and directing disaster management activities of role-players and communities.

Pillar 2 Delivering Basics Services

Indigent Register

Local government plays a role as part of the whole system of three spheres of government in addressing poverty through directly providing free or subsidised services to poor households. No municipalities in South Africa have yet achieved a situation where all the indigent in their areas of jurisdiction have gained access to basic services. However, many economically strong municipalities have reached the point where the numbers of un-served households represent only 5 to 10% of their population. In contrast, in many economically weak municipalities 50% of their residents may not have basic sanitation infrastructure and health services may be poor. Once again the importance of a municipality having capacity to manage revenue must be emphasised. Since poverty is often the outcome of institutional failure a particular challenge is to ensure that, in rolling out basic infrastructure, access to free basic services can be regulated to ensure that subsidies are well targeted to the indigent while not compromising the financial viability of municipalities.

- **Households receiving free basic water and electricity**
- **Households with access to basic water and sanitation**
- **Households with access to electricity**
- **Households with access to refuse removal**

Local government is responsible for the provision of water, electricity and sanitation services to households. Municipalities must act reasonably, using a development plan, to extend basic water and basic electricity services to everyone. This means that local government has an obligation to move forward, step-by-step, to make sure the poor, and especially vulnerable people such as women and children, have improved access to adequate water, electricity and sanitation. The proportion of South Africans with access to electricity, piped water and sanitation increased considerably over the past decade, according to the country's latest national census.

Pillar 3: Good Governance

Functionality of Council Structures

Municipal councils have the power to:

- Pass by-laws – local laws and regulations about any of the functions they are responsible for. By-laws may not contradict or over-rule any national laws
- Approve budgets and development plans – every year a municipal budget must be passed that sets down how money will be raised and spent. [See chapter 4]. The council should approve an overall plan for how development should take place in the area. This is called an integrated development plan [IDP] and all projects and planning should happen within the framework of the IDP. [See chapter 3]
- Impose rates and other taxes – property rates are a form of tax that municipalities can place on the value of properties. It is an important source of income.
- Charge service fees – for use of municipal services like water, electricity, libraries, etc.
- Impose fines – for anyone who breaks municipal by laws or regulations, for example traffic fines, littering or library fines.
- Borrow money – the council may agree to take a loan for a development or other project and to use the municipal assets as surety.

Decisions about most of the above must be made in full council meetings. Many of the minor decisions that municipalities have to take can be delegated to exco, portfolio committees or to officials or other agencies that are contracted to deliver services.

Is there an anti – corruption policy in place

Corruption is a universal problem that undermines growth and development by diverting resources away from development programmes. The anti-corruption policy serves as a protection to the municipality against any acts of fraud, corruption and theft. It is mainly aimed at creating a proactive fraud intolerant culture within the municipality in order to protect the municipality. It serves as a defence and reactive mechanism that can be used to counter or to defend the municipality against any acts of fraud and corruption. The implementation of the policy is intended to reduce the losses that a municipality may suffer due to the occurrence of fraud, corruption and theft. By creating an environment of fraud awareness and guidelines that should be followed by the municipality where fraud or corruption has been detected. It also commits the municipality to detecting, and investigating and prosecuting individuals who are alleged to be involved in acts of fraud, corruption and theft.

Traditional Leaders Participating at Council Meetings

Section 81 of Structures Act provides for a maximum of 20 percent representation of traditional leaders in municipal council meetings, where there are traditional leaders in the municipality. Section 5 of the Framework Act further provides for partnerships to be entered into between municipalities and traditional councils. Traditional leaders may participate in proceedings of the relevant Council (as gazetted by the MEC) and must have the opportunity to express a view on matters directly affecting the area of the traditional authority. Traditional leaders participate in their capacity as representatives of their traditional communities. In addition to the relevant Local Government legislation, section 4 of Traditional Leadership and Governance Framework Act, 2003 (Act No. 41 of 2003) outlines the functions

of traditional councils and these include the following: Supporting the municipality in the identification of the needs of the community; facilitating the involvement of the traditional community in the development or amendment of the IDP of the municipality in which the community resides and participating in the development programmes of the municipality.

Pillar 4: Sound Financial Management

- **MIG Expenditure**
- **Creditors payment period**
- **Budget implementation**
- **Annual operating and capital budget spent**
- **Municipalities under section 139 intervention**
- **Audit opinions**

Effective financial management is critical to any organisation. In the context of local government, a lack of sound financial management will have a direct adverse impact on service delivery as there is a strong correlation between sound financial management and effective service delivery. The Auditor General SA identifies more than a dozen basic internal controls that are required to support sound financial management and corporate governance. These range from proper record keeping and reconciliation controls to regular and accurate reporting, compliance with the legislative framework, effective leadership culture and oversight responsibility as well sound HR and IT management.

Pillar 5: Building Capable Local Government Institutions

- **Section 54/56 position**

Lack of expertise has left many municipalities inadequately staffed, resulting in deteriorating service delivery over the years, and leaving many communities with inadequate access to basic services. This is particularly evident in managerial and technical positions.

- **Work place skills plan**

Workplace skills plans (WSP) document skills needs in an organisation and describe the range of skills development interventions that an organisation will use to address these needs. Improving the quality of your employees through training & education is key to long-term profitability. It increases productivity, boosts the skills of new employees and helps existing staff to adjust more rapidly to changing job requirements

- **Local labour forums**

Good Labour Relations in Local Government is a legislative imperative that municipalities have to nurture and sustain at all costs. Failure to maintain good labour relations could have a direct impact on the levels and quality of service delivery. If municipal employees embark on endless strikes, this would

obviously translate into no delivery of basic services to the communities that so desperately need them. Local Labour Forums are a structure designed to strengthen the relationship between organized labour and management. This then also means that the effectiveness of the structure will have an impact of policy frameworks that govern local government.

Performance Assessment Process

- Circulation of the template to all 61 KZN municipalities.
- Submission of the completed reporting template to CoGTA by municipalities .
- Further Collection of municipal performance information from various CoGTA Business Units responsible for certain specialist indicators.
- Assessment and gap analysis conducted based on performance standard and weighting that was developed per indicator and the portfolio of evidence identified to determine the level of functionality. The functionality scoring is based on the relevant standards achieved together with the portfolio of evidence submitted.
- Presentation of results and gap analysis presented to municipalities
- Further verification with municipalities and sign off by municipalities.
- All financial Indicators are accumulative - assistance in respect of the financial indicators provided by the COGTA : Municipal Finance Unit
- Any Municipality that is currently under any COGTA intervention will be categorised as "Requiring Intervention" regardless of the scoring of the template.
- For the 14 / 15 Financial year the Comprehensive Monitoring and Evaluation tool consisting of national indicators was used to assess performance of municipalities and determine the category of the municipality.
- However, for the first quarter a new process was followed. Under this arrangement, various mechanisms such as progress on Support Plans, Treasury Assessment , A G Audit Outcome, Local Government Champions assessments, IDP assessment results and Blue Drop status and other reports are combined with the use of indicators to produce a consolidated picture of the overall functionality of each municipality.

Municipal Performance Assessment Model

Each Municipality is legally required to develop a Performance Management System (PMS) that will enhance organisational efficiency and effectiveness, account for the use of Municipal resources and indicate the achievement of outcomes. A Performance Management System is also able to act as an early warning mechanism as it reflects non-performance or under-performance, thus allowing for relevant intervention for remedial action.

The requirement to increase the rate and quality of service delivery at Local Government level has led to the assessment of Municipal Performance to identify Functional municipalities (scored 70% and above), challenged municipalities (Scored between 50% - 69%) and Municipalities Requiring Intervention (scored

below 50%), and to recommend remedial action, where appropriate as required by Section 47 of the Local Government Municipal Systems Act.

Research Methodology

The promotion of performance measurement through the development of performance indicators and service standards to improve the quality of service in local government is highlighted in the Local Government Back to Basics strategy governments planned programme of change for municipalities.

These indicators measure whether municipalities are performing in terms of the 'basics', namely:

- Putting people first
- Delivering basic services
- Good governance
- Sound financial management
- Building capacity

Strategies used to Institutionalise B2B

Institutional Arrangements

- The B2B Programme was presented to KZN Cabinet on 30 January 2015 and the following resolutions were taken:
 - The progress and the approach being used for the B2B programme was noted.
 - All provincial departments are to work with the Department of Co-operative Governance and Traditional Affairs and actively participate in the B2B Programme.
 - Sector Departments are to commit resources for the implementation of the municipal action plans to enhance service delivery issues through the B2B programme.
 - The Provincial Launch of the B2B Programme was held during February 2015.
 - The Rollout of the B2B is to be in line with KZN provincial Operation Sukuma Sakhe (OSS) programme which, amongst other things, the Premier and the MECs are champions of the provinces 10 Districts, including Ethekwini Metropolitan Municipality.
- Cabinet Clusters were used to drive the B2B issues. As resolved at Cabinet, the Local Government Branch analysed the OSS model and their core functions and developed the following methodology for the implementation of B2B in the province:
 - The two main programmes in the Local Government Branch are:
 - B2B: concentrating on achieving Service Delivery
 - Operation Clean Audit: concentrating on Governance
- These 2 programmes are channelled through the Operation Sukuma Sakhe (OSS) approach.
 - Roles within the Model
 - MEC Champions will, as part of their work in a district, monitor B2B.
 - MECs will play a significant role, especially on issues of governance.

- The 11 Local Government Champions (KZN CoGTA Officials) will be the District operators and will be the link between the District and the KZN CoGTA Nerve Centre.
- The business unit representatives (Pillar Champions) ensuring coverage of the 5 pillars will be the operational implementers of the support.
- The above will constitute the team approach adopted by Cabinet.

Establishing inter-governmental working relationships

- A successful, official Provincial Launch of B2B was held on 17 February 2015 at the Royal Agricultural Showgrounds in Pietermaritzburg with the national Minister providing a 'Message of Support' via video.
- The MEC KZN CoGTA (Ncube-Dube) hosted the Premier of the Province, Mr ES Mchunu, Head of SALGA, Councillor Mdabe, Traditional Leader Chairperson, Mr PE Chiliza, District Mayor: Umgungundlovu, Councillor Y Bhamjee and Msunduzi Mayor: Councillor C Ndelela.
- A Memorandum of Understanding (MoU) was signed between the Premier, MEC CoGTA and SALGA, outlining their commitment to B2B.
- Further commitments in the form of a MoU between the Mayors and MEC were signed by 20 of the 26 municipalities in the lowest two B2B categories, who were in attendance.
- Also in attendance were managers of sectors, managers from functional municipalities, Ward Committee Members, Community Development Workers and KZN CoGTA staff.
- A KZN B2B Task Team was established involving KZN CoGTA and sectors.

Institutionalise B2B within the KZN CoGTA Workplace

- A Nerve Centre was established that meets twice a week to discuss B2B challenges.
- In order to sensitise KZN CoGTA staff on B2B, an internal stakeholder workshop was held on 3 March 2015 at the Pietermaritzburg City Hall from 10:00 to 14:00.
- Staff were introduced to the concept of B2B and their role within the programme by the HoD and the Senior General Manager: Local Government Branch.
- Processes were instituted by Business Units to develop a methodology to verify that the data / information received from municipalities quarterly is a true reflection of circumstances reported on per pillar.
- B2B District workshops were conducted throughout the province targeting ward committee members, Community Development Workers as well as CoGTA officials based at district offices.

Cascading B2B to Local Government

- All municipalities under dysfunctional and at risk categories adopted a B2B Action Plan through council resolutions by February 2015.
- As per the on-going commitment to the B2B Programme, all councillors in KZN were workshopped on the programme; following the Presidential LG Summit held in September 2014. A presentation on the

B2B and a specific presentation per district; outlining their municipal-specific action plans, were presented by each team leader to all Councillors and CDWs.

- The MEC also developed B2B campaigns. The Campaign Plan was developed to maximize awareness of the B2B Programme and to ensure constant focused attention on the B2B Programme. Two campaigns have been held thus far:
 - A Clean-up campaign - launched on 2 April 2015 at Umkhanyakude District (Mtubatuba LM); and
 - Councillor constituency week launched on 20 April 2015 at Zululand District (Abaqulusi LM).
- All municipalities had to implement these campaigns and report on them.
- Concept documents for other campaigns have been prepared but these have been put on hold until the completion of the evaluation process of the two campaigns already held.
- An evaluation has been undertaken by the Public Participation unit on the Councillor Constituency Week and the M&E Unit undertook an assessment of the implementation of the programme. The challenge in doing the assessment is that the reports are not standardised and many municipalities did not provide reports. Moving forward a standard reporting template has been developed.
- The Minister's Monthly B2B Report questions were aligned to the KZN PMS indicator template; that assisted in developing the Section 47 report, and was used as basis for the B2B municipal assessments.
- A 5-team approach per the 10 district family of municipalities and 1 metro was utilised for the assessment visits. The visits to all municipalities are however now conducted quarterly by 4 teams (to accommodate the number of staff available) while municipalities in the lower B2B categories receive more focused support.
- Provincial CoGTA has shared a model with all their municipalities to ensure that the B2B programme is integrated into the Integrated Development Plans (IDP), budget alignment and performance management processes.

Using technology and aligning current work processes in managing B2B information collection

- A database houses all information related to the municipalities' action plans.
- The database allows for the capturing of the latest progress by business units, municipalities and sectors.
- It also allows for customised reports to be drawn, i.e. per municipality, or per pillar for all municipalities or per business unit.
- A database was also developed for the MEC B2B Activity plan.

Preparing for the 10 Point Plan: B2B Phase 2

- B2B formed the basis of the KZN CoGTA Strategic Planning session in December 2015.
- National CoGTA (including MISA), sectors and municipalities were invited to reflect on lessons learnt in implementing B2B and what the 10 Point Plan entailed; in preparation for the implementation of B2B Phase 2: 2016 onwards.
- Delegates were allocated to the relevant commissions based on their expertise.

- Breakaway groups were based on the 5 B2B Pillars and institutional arrangements formed a separate breakaway group. Each group used the 10 Point Plan and lessons learnt in year 1 of B2B as basis for the Way Forward.

- The objectives of the Commissions were:

Commission 1:

- To enable the development of an integrated monitoring, evaluation and reporting system that will guide the provision of technical support to municipalities by various units within CoGTA and other sector departments.
- To establish systems and processes and to determine the criteria that should be used to move a municipality in terms of the B2B categories.
- An action plan was developed.

Commissions 2, 3, 4, 5 and 6:

- To analyse the progress made in addressing the identified challenges relating to Pillar 1, 2, 3, 4, and 5 and to establish mechanisms and processes and identify the key role players and their required activities.
- To address outstanding issues and challenges under each pillar.
- The Commissions were required to develop an action plan taking into account National's 10 point plan. Action plans had to clearly identify desired results or outcomes and how these would be achieved and be measured.

Results achieved

- A good provincial B2B model has been developed and is being implemented.
- There are improved working relationships between some stakeholders across the spheres.
- The structure of the KZN Local Government Branch Business Unit has been reviewed, to enable a comprehensive Back to Basics support for the Municipalities – currently awaiting approval processes by DPSA.
- National CoGTA B2B indicators were used to conduct the assessment of municipalities according to the different categories. These indicators were allocated norms and standards and weightings.
- Municipalities compete for better assessment results which may in time improve their functionality, should the correct aspects be monitored.
- Some good practices per pillar have been identified in municipalities that could be shared.
- Accelerated action plans were developed for the municipalities in the dysfunctional category and visible improvement in functionality has been reported.
- CoGTA District Champions and Local Government Champions are playing an active role in dealing with challenges reported in their district municipalities. MEC District Champions are also playing a leading role in dealing with issues raised in their respective districts.

Alignment between Back to Basic and Key Performance Areas

This report is aligned to the 5 pillars of the Back to Basics Programme. This approach was utilised, to standardise and streamline the quarterly assessments as required and done in terms of the quarterly Back to Basics assessments and ensure alignment with the Section 47 report.

It is recognised that the MSA regulations (2006) make reference to 5 Key Performance Areas for the assessment of Municipal Managers and that these Key Performance Areas have been utilised by municipalities to align to its strategic planning processes and therefore its Integrated Development Plans and performance management systems. It is however imperative that municipalities embrace the discourse of strategic government programmes like the Back to Basics Programme.

It is with this consideration in mind that the Section 47 report has been structured around the 5 Pillars of the Back to Basics Programme. The indicators utilised for the assessment of municipal performance are however also aligned with the 5 Key Performance Areas of municipalities, and the following table serves to indicate this alignment:

TABLE 1: ALIGNMENT BETWEEN BACK TO BASICS AND KEY PERFORMANCE AREAS

INDICATORS	PILLARS	KEY PERFORMANCE AREA
PILLAR 1: PUTTING PEOPLE FIRST		
No. of Service Delivery Protests	Putting People First	KPA1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
Causes of protests	Putting People First	KPA1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
No. of Service Delivery Protests that became violent	Putting People First	KPA1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
No. of Wards	Putting People First	KPA1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
No. of ward Committee meetings	Putting People First	KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION
No. of Public Report back meetings Convened by Councillors	Putting People First	KPA1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
Complaints Management System	Putting People First	KPA1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
Public satisfaction survey conducted	Putting People First	KPA1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
Feedback reports to communities of targets achieved, not achieved and corrective actions?	Putting People First	KPA1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
Jobs created through EPWP and CWP	Putting People First	KPA 3 LOCAL ECONOMIC DEVELOPMENT
Total rand value of EPWP jobs	Putting People First	KPA 3 LOCAL ECONOMIC DEVELOPMENT
Functional Disaster Management Centre	Putting People First	CROSS CUTTING INTERVENTIONS
PILLAR 2: DELIVERING BASIC SERVICES		
Indigent Register	Delivering Basic Services	KPA 2 BASIC SERVICE DELIVERY
household registered in the Indigent register	Delivering Basic Services	KPA 2 BASIC SERVICE DELIVERY
No. of Households receiving free basic Water	Delivering Basic Services	KPA 2 BASIC SERVICE DELIVERY
No. of Households receiving free basic Electricity	Delivering Basic Services	KPA 2 BASIC SERVICE DELIVERY

INDICATORS	PILLARS	KEY PERFORMANCE AREA
No. of households receiving Sanitation	Delivering Basic Services	KPA 2 BASIC SERVICE DELIVERY
No. of sewerage spillages	Delivering Basic Services	KPA 2 BASIC SERVICE DELIVERY
Average time taken to fix spillages	Delivering Basic Services	KPA 2 BASIC SERVICE DELIVERY
No. of households receiving Water	Delivering Basic Services	KPA 2 BASIC SERVICE DELIVERY
No. of water stoppages	Delivering Basic Services	KPA 2 BASIC SERVICE DELIVERY
Average time taken to fix water stoppages	Delivering Basic Services	KPA 2 BASIC SERVICE DELIVERY
No. of households that had water disconnection	Delivering Basic Services	KPA 2 BASIC SERVICE DELIVERY
No. of new water connections	Delivering Basic Services	KPA 2 BASIC SERVICE DELIVERY
No. of households receiving Electricity	Delivering Basic Services	KPA 2 BASIC SERVICE DELIVERY
No. of electricity outages	Delivering Basic Services	KPA 2 BASIC SERVICE DELIVERY
Average time taken to fix electricity outages	Delivering Basic Services	KPA 2 BASIC SERVICE DELIVERY
No. of households that had electricity disconnection for non-payment	Delivering Basic Services	KPA 2 BASIC SERVICE DELIVERY
No. of new electricity connections	Delivering Basic Services	KPA 2 BASIC SERVICE DELIVERY
No. of households with access to Refuse Removal	Delivering Basic Services	KPA 2 BASIC SERVICE DELIVERY
Frequency of collection of refuse	Delivering Basic Services	KPA 2 BASIC SERVICE DELIVERY
% of Annual Operating budget spent	Delivering Basic Services	KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
% of Annual Capital budget spent	Delivering Basic Services	KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
No. of quarterly SDBIPs submitted to council	Delivering Basic Services	KPA1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
PILLAR 3: GOOD GOVERNANCE		
No. of Council meetings held	Good Governance	KPA 3 LOCAL ECONOMIC DEVELOPMENT
No. of Exco or Mayoral Executive meetings held	Good Governance	KPA 3 LOCAL ECONOMIC DEVELOPMENT
No. of MPAC meetings held	Good Governance	KPA 3 LOCAL ECONOMIC DEVELOPMENT
No. of traditional leaders in the municipal boundary	Good Governance	KPA 3 LOCAL ECONOMIC DEVELOPMENT
No. of traditional leaders participating in council meetings	Good Governance	KPA 3 LOCAL ECONOMIC DEVELOPMENT
No. of formal meetings between MM and Section 56 Managers	Good Governance	KPA 3 LOCAL ECONOMIC DEVELOPMENT
No. of formal meetings held with organised labour	Good Governance	KPA 3 LOCAL ECONOMIC DEVELOPMENT
No. of work stoppages that occurred	Good Governance	KPA 3 LOCAL ECONOMIC DEVELOPMENT
Was work stoppages protected or unprotected	Good Governance	KPA 3 LOCAL ECONOMIC DEVELOPMENT

INDICATORS	PILLARS	KEY PERFORMANCE AREA
Main causes of stoppages	Good Governance	KPA 3 LOCAL ECONOMIC DEVELOPMENT
No. of litigation cases by the municipality	Good Governance	KPA 3 LOCAL ECONOMIC DEVELOPMENT
No. of litigation cases against the municipality	Good Governance	KPA 3 LOCAL ECONOMIC DEVELOPMENT
Anti-Corruption Policy in Place	Good Governance	KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION
No. of instances of fraud and corruption reported to the municipality	Good Governance	KPA 3 LOCAL ECONOMIC DEVELOPMENT
No. of disciplinary cases on fraud and corruption	Good Governance	KPA 3 LOCAL ECONOMIC DEVELOPMENT
No. of dismissals for fraud and corruption	Good Governance	KPA 3 LOCAL ECONOMIC DEVELOPMENT
Actions taken against fraud, corruption, maladministration and failure to fulfil statutory obligations	Good Governance	KPA 3 LOCAL ECONOMIC DEVELOPMENT
No. of forensic investigations initiated	Good Governance	KPA 3 LOCAL ECONOMIC DEVELOPMENT
No. of forensic investigations conducted	Good Governance	KPA 3 LOCAL ECONOMIC DEVELOPMENT
Are IGR structures functional?	Good Governance	KPA 3 LOCAL ECONOMIC DEVELOPMENT
PILLAR 4: SOUND FINANCIAL MANAGEMENT		
% spent on MIG/ Urban settlement Development Grant	Sound Financial Management	KPA 2 BASIC SERVICE DELIVERY
% spent on Capital projects	Sound Financial Management	KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
% of municipality's operating budget spent on basic services	Sound Financial Management	KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
Capital expenditure to total expenditure	Sound Financial Management	KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
% spent on repairs and maintenance	Sound Financial Management	KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
No. of Section 36 awards made	Sound Financial Management	KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
Total value of section 36 awards made	Sound Financial Management	KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
No. of tenders over 200 000 awarded	Sound Financial Management	KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
Average time taken to award tenders	Sound Financial Management	KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
Total value of all tenders	Sound Financial Management	KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
Debtors Management	Sound Financial Management	KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
Creditors Payment period	Sound Financial Management	KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
Liquidity Management	Sound Financial Management	KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
Revenue Management	Sound Financial Management	KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
Expenditure Management	Sound Financial Management	KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
Current Ratio – ratio used to	Sound Financial	KPA 4 MUNICIPAL FINANCIAL VIABILITY

INDICATORS	PILLARS	KEY PERFORMANCE AREA
assess the municipality's ability to pay back its short term liabilities	Management	AND MANAGEMENT
Sustainability – level of cash backed reserves	Sound Financial Management	KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
Budget implementation	Sound Financial Management	KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
Audit Opinion	Sound Financial Management	KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
Section 139 Interventions	Sound Financial Management	KPA1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
PILLAR 5 BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS		
No. of Section 54/56 posts approved	Building Capable Local Government Institutions	KPA1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
No. of Section 54/56 posts filled	Building Capable Local Government Institutions	KPA1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
No. of Section 54/56 posts Vacant	Building Capable Local Government Institutions	KPA1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
No. of Performance Assessments conducted for Section 54/56	Building Capable Local Government Institutions	KPA1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
No. of officials suspended	Building Capable Local Government Institutions	KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION
No. of disciplinary cases resolved	Building Capable Local Government Institutions	KPA1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
No. of permanent employees	Building Capable Local Government Institutions	KPA1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
No. of temporary employees	Building Capable Local Government Institutions	KPA1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
% of a municipality's budget spent on implementing WSP	Building Capable Local Government Institutions	KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION
No. of officials that underwent training	Building Capable Local Government Institutions	KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION
No. of Councillor that underwent training	Building Capable Local Government Institutions	KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION
Functional Local Labour Forum	Building Capable Local Government Institutions	KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

ASSESSMENT CRITERIA FOR DISTRICT MUNICIPALITIES

TABLE 2: ASSESSMENT CRITERIA FOR DISTRICT MUNICIPALITIES

CRITERIA	WEIGHTING	SCORING RANGE	
Pillar 1 : Putting People First			7
Complaints managements system in place	1	Yes=1, No=0	
No. of EPWP and CWP jobs created	4	>200 jobs =4 51 to 200 jobs = 2 1 to 50 jobs =1 0 jobs = 0	
Functional disaster management centre in place	2	Yes=2 No=0	
Pillar 2: Delivering Basic Services			11
Updated Indigent register in place	2	Yes & Updated Register =2 Yes but not updated =1 No=0	
No. of households with Free basic water	3	61%-100%=3 31%-60%=2 1%-30%=1 0=0	
No. of households with basic water	3	61%-100%=3 31%-60%=2 1%-30%=1 0=0	
No. of households with basic sanitation	3	67%-100%=3 34%-66%=2 1%-33%=1 0=0	
Pillar 3: Good Governance			8
No. of Council meetings held	2	2 or more meetings = 2 1 meeting = 1 0 meeting = 0	
No. of EXCO meetings held	2	2 or more meetings = 2 1 meeting = 1 0 meeting = 0	
No. of MPAC meetings held	1	>4=1 <4=0	
No. of Traditional Leaders participating in Council meetings	2	67%-100%=2 34%-66%=1 0%-33%=0	
Is there an Anti-Corruption policy in place	1	Yes = 1 No = 0	
Pillar 4: Sound Financial Management			25
% spent on MIG	2	67%-100%=2 34%-66%=1 0%-33%=0	
Creditors payment paid	2	0 - 30 days =2 30 - 60 days=1 > 60 = 0	
Budget implementation	2	95%-100%=2 <95%=0	
Audit option	12	Clean - 12 Unqualified - 10 Qualified - 5 Disclaimer - 0 Adverse - 0	

CRITERIA	WEIGHTING	SCORING RANGE
Section 139 interventions	3	No = 3 Yes = 0
% of annual operating budget spent	2	95%-100%=2 <95%=0
% of annual capital budget spent	2	95%-100%=2 <95%=0
Pillar 5: Building capable Local Government Institutions		10
No. of S56 posts filled	2	67%-100%=2 34%-66%=1 0%-33%=0
No. of performance assessments conducted	4	4 = 4 3 = 3 2 = 2 1 = 1
% of municipality's budget spent on implementing WSP	3	67%-100%=3 34%-66%=2 1% -33%=1 0%=0
Functional LLF in place	1	Yes = 1 No = 0
TOTAL		61

ASSESSMENT CRITERIA FOR SECONDARY CITIES**TABLE 3: ASSESSMENT CRITERIA FOR SECONDARY CITIES**

CRITERIA	WEIGHTING	SCORING RANGE	
Pillar 1 : Putting People First			9
No. of wards committee meetings held	2	67%-100% of all ward committees meeting yearly = 2 34%-66% of all ward committees meeting yearly = 1 0%-33% of all ward committees meeting yearly = 0	
No. of public report back meetings convened	2	3 and more meetings = 2 2-1 meetings = 1 0 meetings = 0	
Complaints managements system in place	1	Yes=1 No=0	
No. of EPWP and CWP jobs created	4	>200 jobs =4 51 to 200 jobs = 2 1 to 50 jobs =1 0 jobs = 0	
Pillar 2: Delivering Basic Services			18
Updated Indigent register in place	2	Yes & Updated Register =2 Yes but not updated =1 No=0	
No. of households with Free basic water	3	61%-100%=3 31%-60%=2 1%-30%=1 0=0	
No. of households with Free basic electricity	3	67%-100%=3 34%-66%=2 1%-33%=1 0=0	
No. of households with basic water	3	61%-100%=3 31%-60%=2 1%-30%=1 0=0	
No. of households with basic sanitation	3	67%-100%=3 34%-66%=2 1%-33%=1 0=0	
No. of households with basic electricity	2	61%-100%=2 31%-60%=1 0%-30%=0	
No. of households with basic refuse removal	2	61%-100%=2 31%-60%=1 0-30% =0	
Pillar 3: Good Governance			8
No. of Council meetings held	2	2 or more meetings = 2 1 meeting = 1 0 meeting = 0	
No. of EXCO meetings held	2	2 or more meetings = 2 1 meeting = 1 0 meeting = 0	
No. of MPAC meetings held	1	>4=1 <4=0	
No. of Traditional Leaders participating in Council meetings	2	67%-100%=2 34%-66%=1	

CRITERIA	WEIGHTING	SCORING RANGE
		0%-33%=0
Is there an Anti-Corruption policy in place	1	Yes = 1 No = 0
Pillar 4: Sound Financial Management		25
% spent on MIG	2	67%-100%=2 34%-66%=1 0%-33%=0
Creditors payment paid	2	0 - 30 days =2 30 - 60 days=1 > 60 = 0
Budget implementation	2	95%-100%=2 <95%=0
Audit option	12	Clean - 12 Unqualified - 10 Qualified - 5 Disclaimer - 0 Adverse - 0
Section 139 interventions	3	No = 3 Yes = 0
% of annual operating budget spent	2	95%-100%=2 <95%=0
% of annual capital budget spent	2	95%-100%=2 <95%=0
Pillar 5: Building capable Local Government Institutions		10
No. of S56 posts filled	2	67%-100%=2 34%-66%=1 0%-33%=0
No. of performance assessments conducted	4	4 = 4 3 = 3 2 = 2 1 = 1
% of municipality's budget spent on implementing WSP	3	67%-100%=3 34%-66%=2 1% -33%=1 0%=0
Functional LLF in place	1	Yes = 1 No = 0
TOTAL		70

ASSESSMENT CRITERIA FOR LOCAL MUNICIPALITIES

TABLE 4: ASSESSMENT CRITERIA FOR LOCAL MUNICIPALITIES

CRITERIA	WEIGHTING	SCORING RANGE
Pillar 1 : Putting People First 9		
No. of wards committee meetings held	2	67%-100% of all ward committees meeting yearly = 2 34%-66% of all ward committees meeting yearly = 1 0%-33% of all ward committees meeting yearly = 0
No. of public report back meetings convened	2	3 and more meetings = 2 2-1 meetings = 1 0 meetings = 0
Complaints managements system in place	1	Yes=1 No=0
No. of EPWP and CWP jobs created	4	>200 jobs =4 51 to 200 jobs = 2 1 to 50 jobs =1 0 jobs = 0
Pillar 2: Delivering Basic Services 9		
Updated Indigent register in place	2	Yes & Updated Register =2 Yes but not updated =1 No=0
No. of households with Free basic electricity	3	67%-100%=3 34%-66%=2 1%-33%=1 0=0
No. of households with basic electricity	2	61%-100%=2 31%-60%=1 0%-30%=0
No. of households with basic refuse removal	2	61%-100%=2 31%-60%=1 0-30% =0
Pillar 3: Good Governance 8		
No. of Council meetings held	2	2 or more meetings = 2 1 meeting = 1 0 meeting = 0
No. of EXCO meetings held	2	2 or more meetings = 2 1 meeting = 1 0 meeting = 0
No. of MPAC meetings held	1	>4=1 <4=0
No. of Traditional Leaders participating in Council meetings	2	67%-100%=2 34%-66%=1 0%-33%=0
Is there an Anti-Corruption policy in place	1	Yes = 1 No = 0
Pillar 4: Sound Financial Management 25		
% spent on MIG	2	67%-100%=2 34%-66%=1 0%-33%=0
Creditors payment paid	2	0 - 30 days =2 30 - 60 days=1 >60 = 0
Budget implementation	2	95%-100%=2 <95%=0

CRITERIA	WEIGHTING	SCORING RANGE
Audit option	12	Clean – 12 Unqualified – 10 Qualified – 5 Disclaimer – 0 Adverse – 0
Section 139 interventions	3	No = 3 Yes = 0
% of annual operating budget spent	2	95%-100%=2 <95%=0
% of annual capital budget spent	2	95%-100%=2 <95%=0
Pillar 5: Building capable Local Government Institutions		10
No. of S56 posts filled	2	67%-100%=2 34%-66%=1 0%-33%=0
No. of performance assessments conducted	4	4 = 4 3 = 3 2 = 2 1 = 1
% of municipality's budget spent on implementing WSP	3	67%-100%=3 34%-66%=2 1% -33%=1 0%=0
Functional LLF in place	1	Yes = 1 No = 0
TOTAL		61

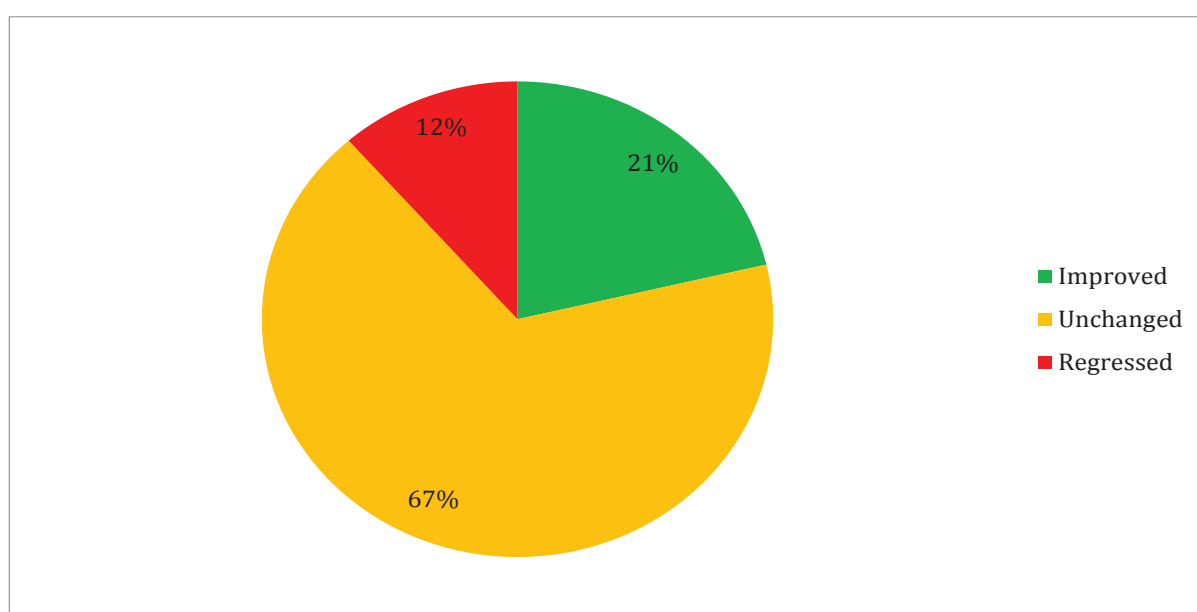
COMPARISON OF MUNICIPAL AUDIT OUTCOMES FOR 2014/15 AND 2013/14 FINANCIAL YEAR

TABLE 5: AUDIT OUTCOMES

No	Municipality	2014 - 2015 Audit Opinion	2013 - 2014 Audit Opinion	Comparison
1	EThekweni Metro	Clean	Unqualified	Improved
2	Umdoni	Clean	Unqualified	Improved
3	Umzumbe	Clean	Clean	Unchanged
4	Umuziwabantu	Clean	Unqualified	Improved
5	Ezingoleni	Clean	Clean	Unchanged
6	Hibiscus Coast	Clean	Unqualified	Improved
7	UMgungundlovu	Clean	Clean	Unchanged
8	Msunduzi	Clean	Unqualified	Improved
9	Okhahlamba	Clean	Unqualified	Improved
10	Nqutu	Clean	Unqualified	Improved
11	Msinga	Clean	Unqualified	Improved
12	Zululand	Clean	Clean	Unchanged
13	Umhlabuyalingana	Clean	Unqualified	Improved
14	UThungulu	Clean	Clean	Unchanged
15	uMhlathuze	Clean	Clean	Unchanged
16	Ilembe	Clean	Clean	Unchanged
17	Mandini	Clean	Clean	Unchanged
18	Ubuhlebezwe	Clean	Clean	Unchanged
19	Ugu	Unqualified	Qualified	Improved
20	uMshwathi	Unqualified	Unqualified	Unchanged
21	uMngeni	Unqualified	Unqualified	Unchanged
22	Impendle	Unqualified	Unqualified	Unchanged
23	Mkhambathini	Unqualified	Unqualified	Unchanged
24	Richmond	Unqualified	Clean	Regressed
25	Emnambithi	Unqualified	Clean	Regressed
26	Indaka	Unqualified	Unqualified	Unchanged
27	Imbabazane	Unqualified	Unqualified	Unchanged
28	uMzinyathi	Unqualified	Unqualified	Unchanged
29	Endumeni	Unqualified	Unqualified	Unchanged
30	Umvoti	Unqualified	Unqualified	Unchanged
31	Emadlangeni	Unqualified	Unqualified	Unchanged
32	Dannhauser	Unqualified	Clean	Regressed
33	eDumbe	Unqualified	Unqualified	Unchanged
34	uPhongolo	Unqualified	Unqualified	Unchanged
35	Abaqulusi	Unqualified	Unqualified	Unchanged
36	Nongoma	Unqualified	Unqualified	Unchanged
37	Ulundi	Unqualified	Unqualified	Unchanged
38	Big Five False Bay	Unqualified	Unqualified	Unchanged
39	Mtubatuba	Unqualified	Unqualified	Unchanged
40	Mfolozi	Unqualified	Unqualified	Unchanged
41	Ntambanana	Unqualified	Unqualified	Unchanged
42	Umlalazi	Unqualified	Unqualified	Unchanged
43	Mthonjaneni	Unqualified	Unqualified	Unchanged
44	Nkandla	Unqualified	Unqualified	Unchanged
45	KwaDukuza	Unqualified	Unqualified	Unchanged
46	Ndwedwe	Unqualified	Unqualified	Unchanged
47	Maphumulo	Unqualified	Unqualified	Unchanged
48	Harry Gwala	Unqualified	Unqualified	Unchanged
49	Ingwe	Unqualified	Unqualified	Unchanged

No	Municipality	2014 - 2015 Audit Opinion	2013 - 2014 Audit Opinion	Comparison
50	Kwa Sani	Unqualified	Unqualified	Unchanged
51	Greater Kokstad	Unqualified	Unqualified	Unchanged
52	Umzimkhulu	Unqualified	Clean	Regressed
53	Vulamehlo	Qualified	Qualified	Unchanged
54	Mooi Mpofana	Qualified	Qualified	Unchanged
55	uThukela	Qualified	Qualified	Unchanged
56	Umtshezi	Qualified	Unqualified	Regressed
57	Amajuba	Qualified	Disclaimer	Improved
58	Newcastle	Qualified	Qualified	Unchanged
59	Jozini	Qualified	Disclaimer	Improved
60	Hlabisa	Qualified	Disclaimer	Improved
61	uMkhanyakude	Disclaimer	Qualified	Regressed

FIGURE 1: AUDIT OUTCOMES



There were 18 Clean audits, 34 Unqualified, 8 Qualifications and 1 Disclaimer opinion. Nine (9) municipalities improved from an unqualified audit opinion with other matters to clean audit, namely; Ethekwini Metro, Umdoni, uMuziwabantu, Hibiscus Coast, Msunduzi, Okhahlamba, Nquthu, Msinga and Umhlabuyalingana Municipalities; Two auditees namely Ugu District Municipality and Hibiscus Coast Development agency improved from qualified audit opinion to unqualified opinions with other matters; Hlabisa municipality improved from disclaimer to unqualified audit opinion; Two (2) municipalities improved from a disclaimer to a qualified audit opinion, namely Amajuba District, Jozini and Municipalities. Seven (7) municipalities regressed: Umzimkhulu, Danhauser, Emnambithi and Richmond Municipalities regressed from clean audit to an unqualified opinion; Umtshezi and Phongolo regressed from unqualified to qualified opinion; and Umkhanyakude District Municipality regressed from a qualified opinion to a disclaimer.

FIGURE 2: EMPHASIS OF MATTER

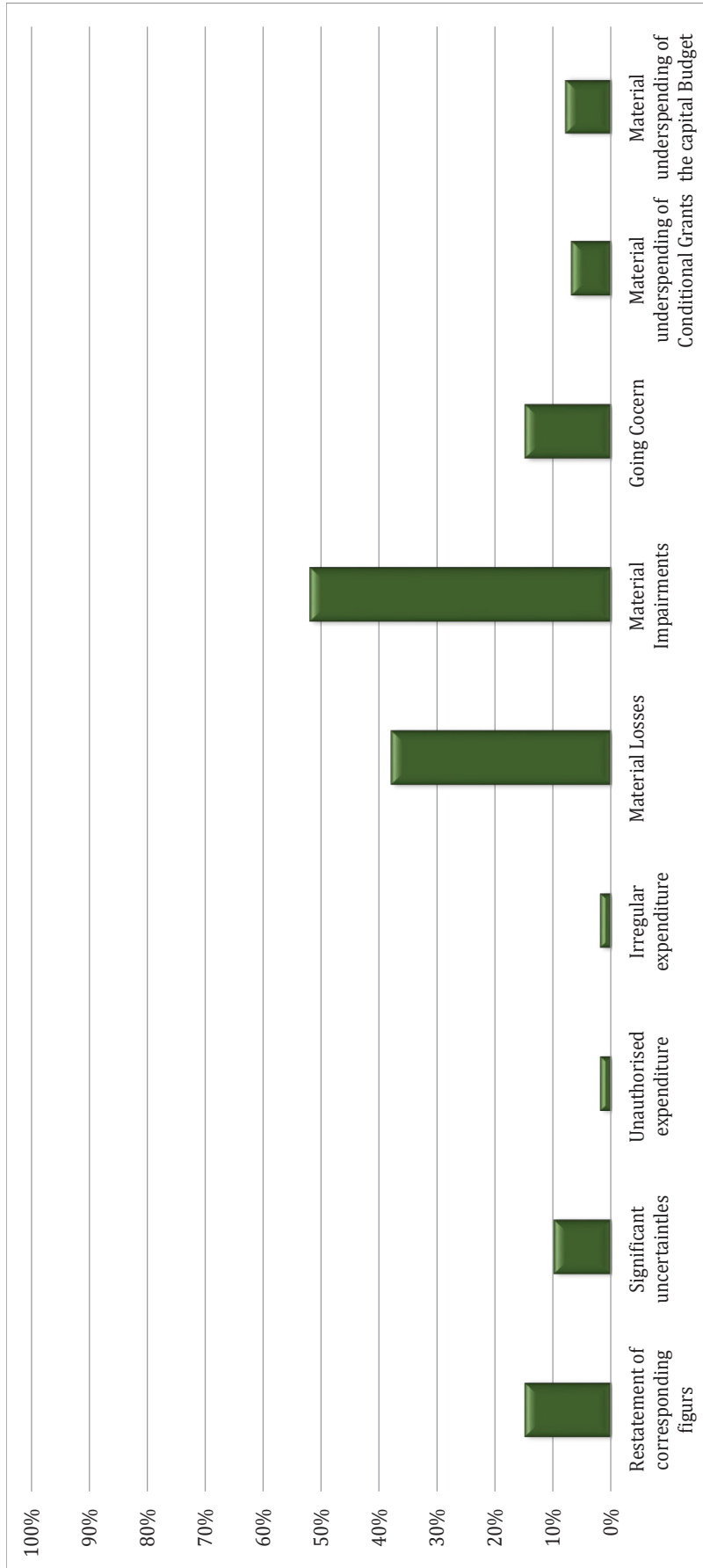


FIGURE 3: FINANCIAL STATEMENT

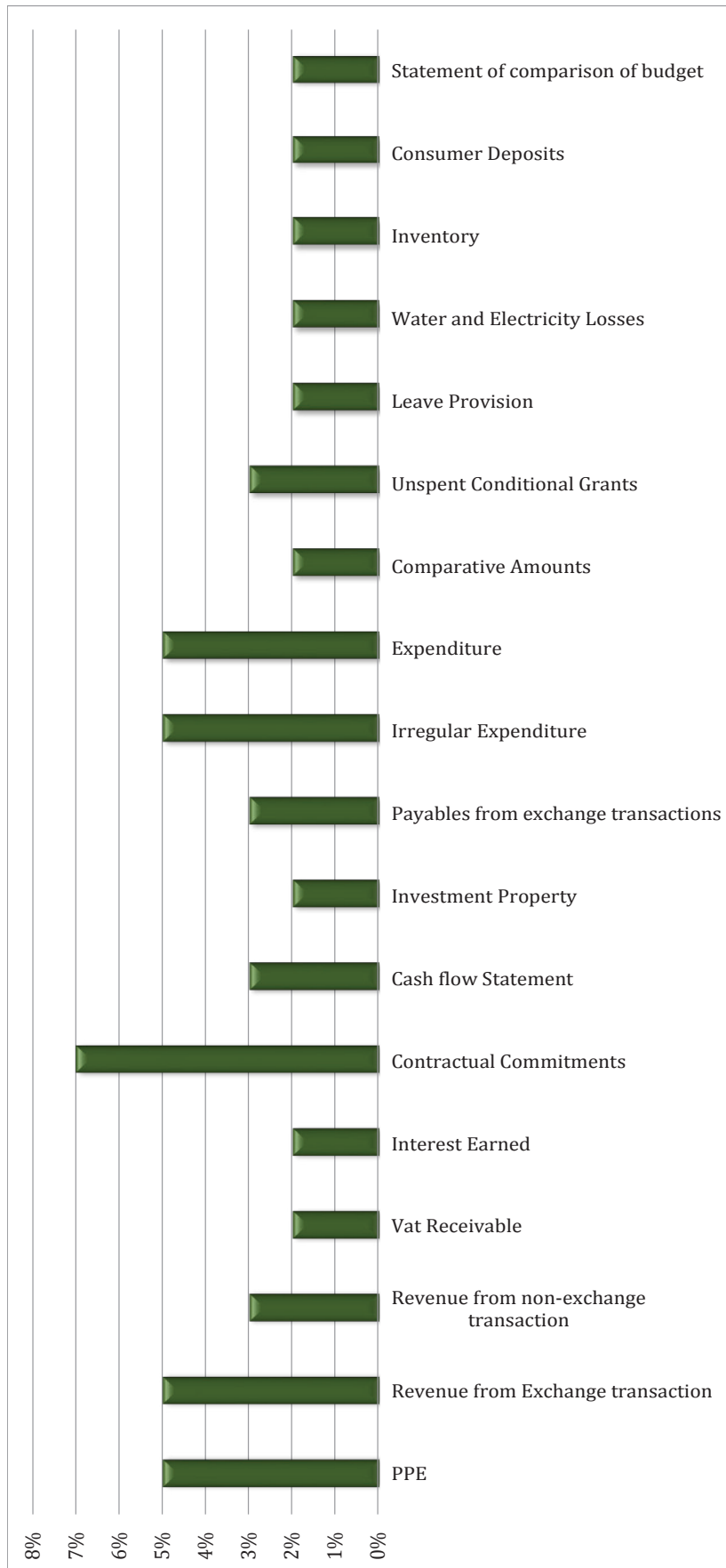


FIGURE 4: PREDETERMINED OBJECTIVES

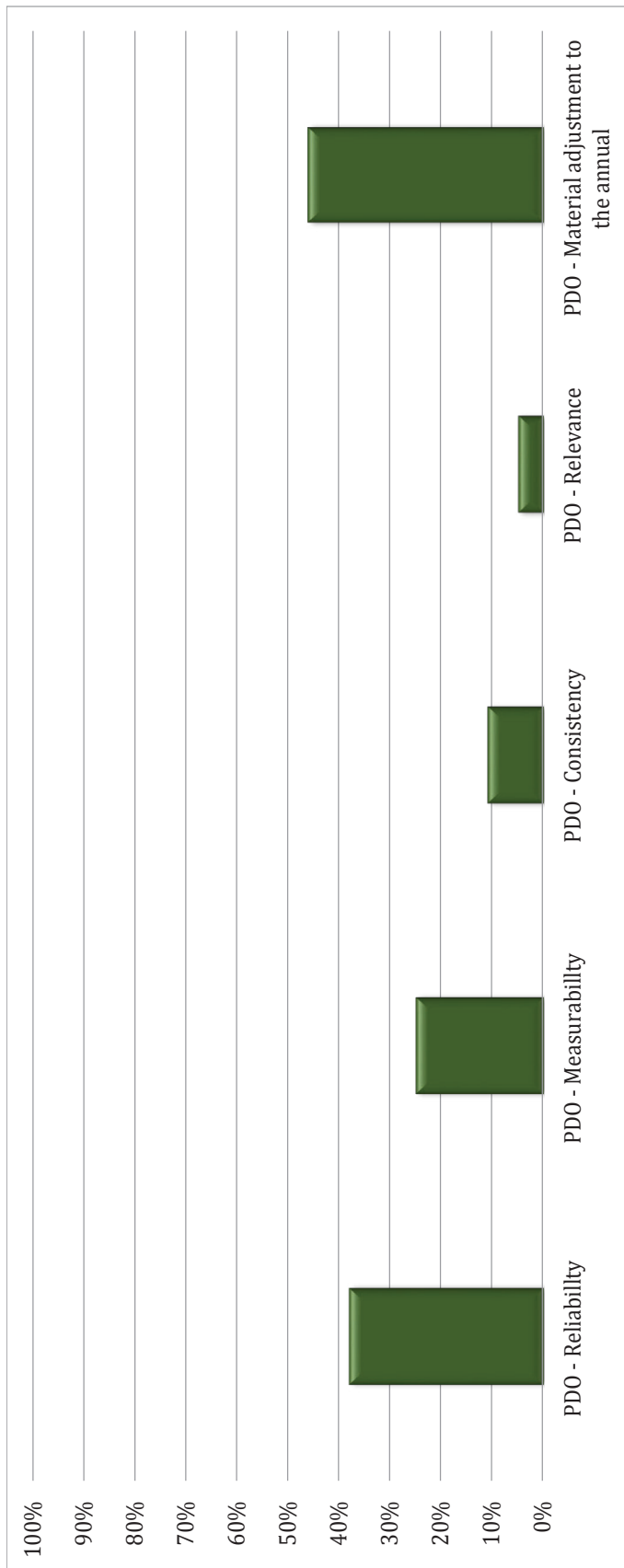


FIGURE 5: COMPLIANCE WITH LEGISLATION

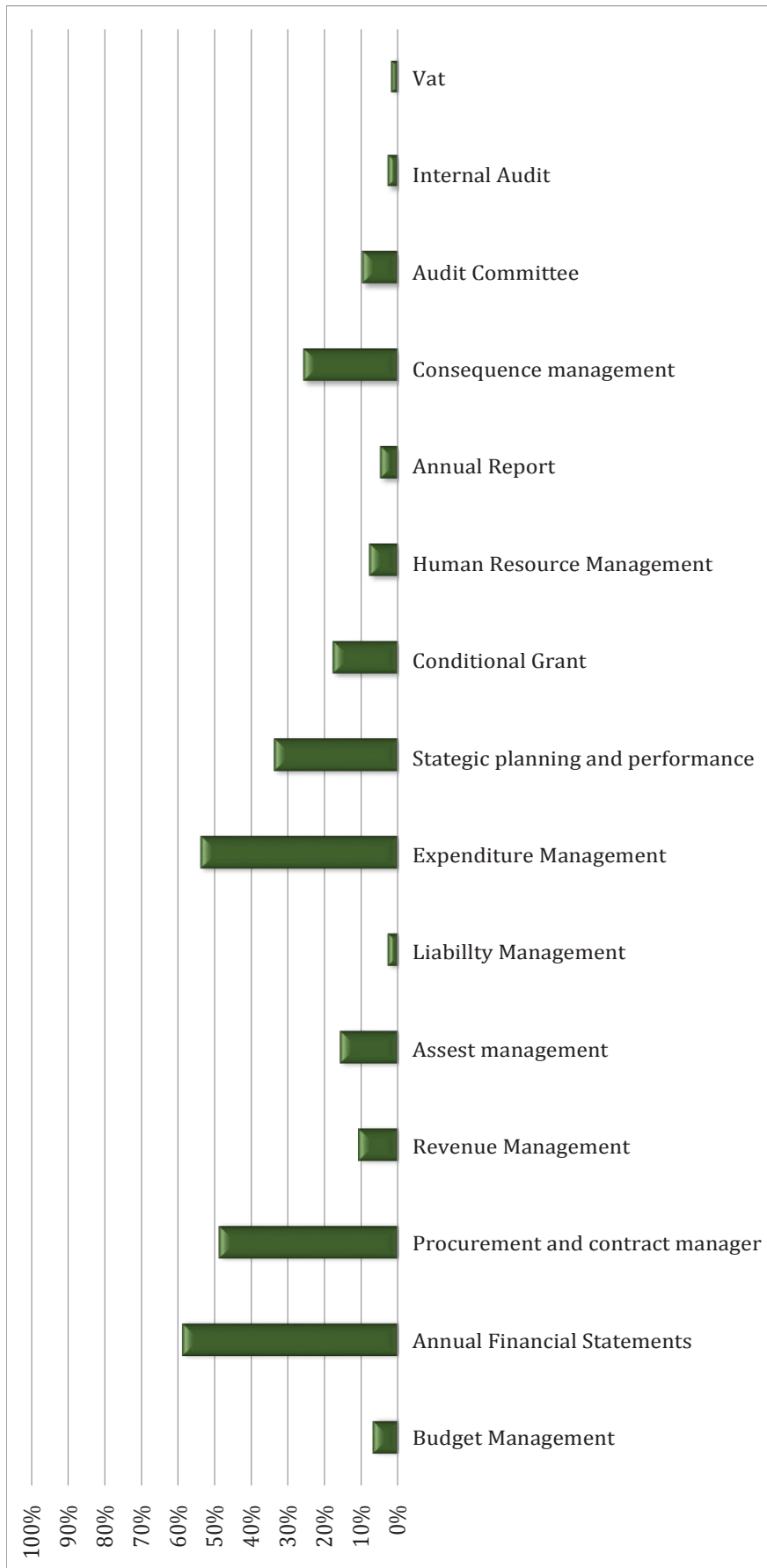
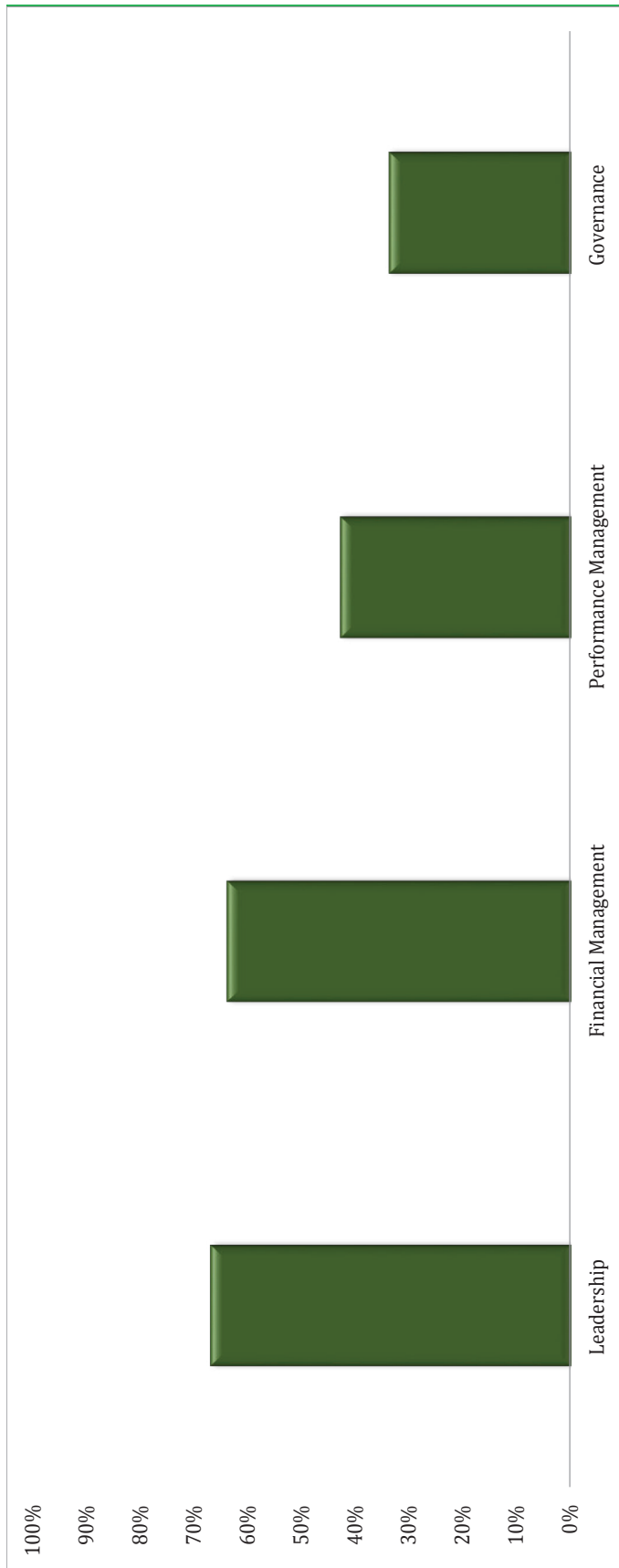


FIGURE 6: INTERNAL CONTROL



OVERALL SCORE PER DISTRICT MUNICIPALITY

FIGURE 7: OVERALL SCORE PER DISTRICT MUNICIPALITY 2013/14 - 2014/15

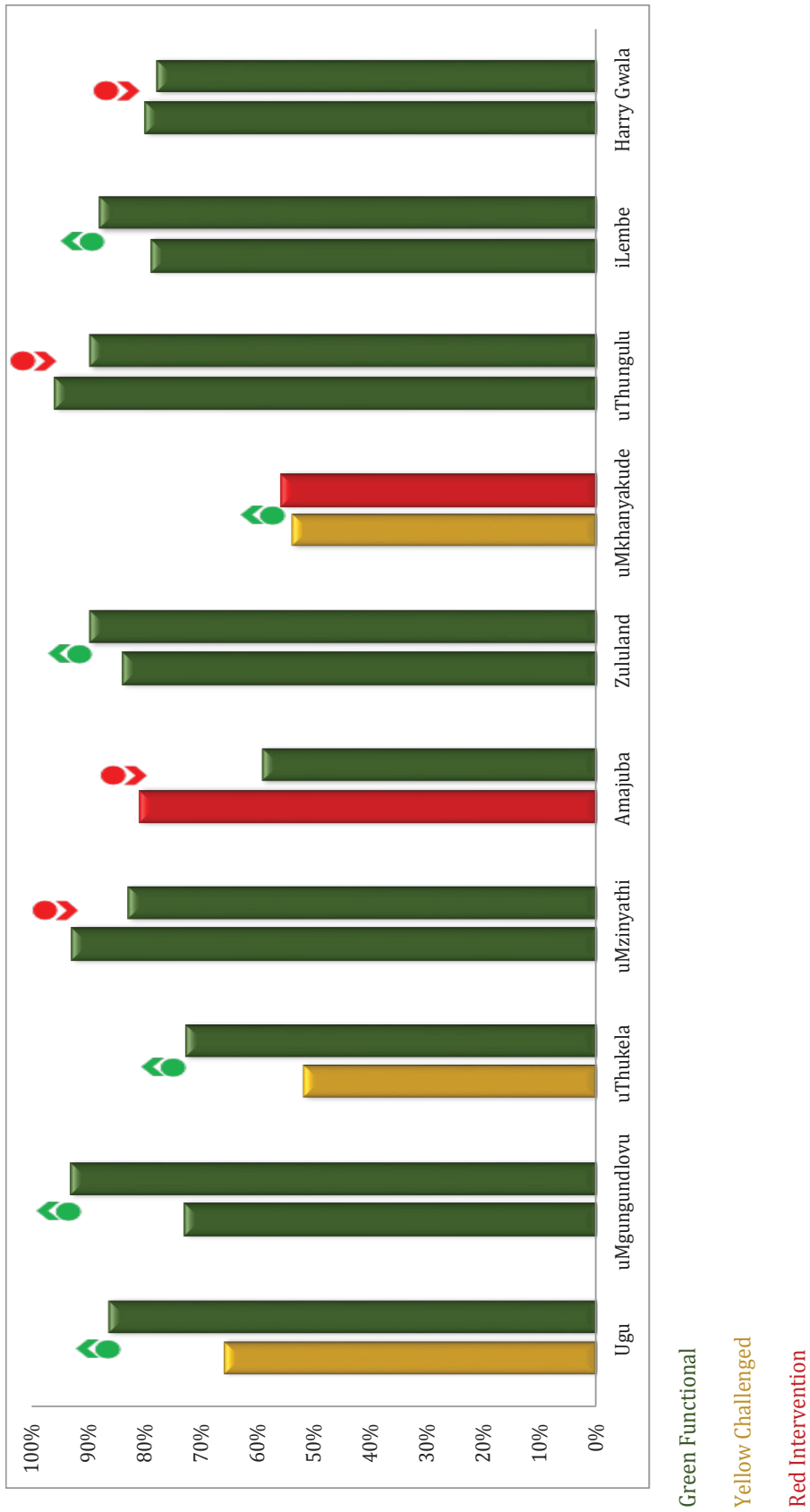


TABLE 6: FUNCTIONAL DISTRICT

No	Municipality	2014-2015		2013-2014	
		Status	Audit Opinion	Status	Audit Opinion
1	uMgungundlovu	Functional	Clean Audit	Functional	Clean Audit
2	iLembe	Functional	Clean Audit	Functional	Clean Audit
3	uThungulu	Functional	Clean Audit	Functional	Clean Audit
4	Zululand	Functional	Clean Audit	Functional	Clean Audit
5	Harry Gwala	Functional	Unqualified	Functional	Unqualified
6	Ugu	Functional	Unqualified	Challenged	Qualified
7	uMzinyathi	Functional	Unqualified	Challenged	Unqualified
8	uThukela	Functional	Qualified	Challenged	Qualified

Ugu, uMzinyathi and uThukela Districts improved from a Challenged score to Functional.

TABLE 7: CHALLENGED DISTRICT MUNICIPALITIES

No	Municipality	2014-2015		2013-2014	
		Status	Audit Opinion	Status	Audit Opinion
1	Amajuba	Challenged	Qualified	Intervention	Disclaimer

Amajuba District also improved from an Intervention score to a Functional score.

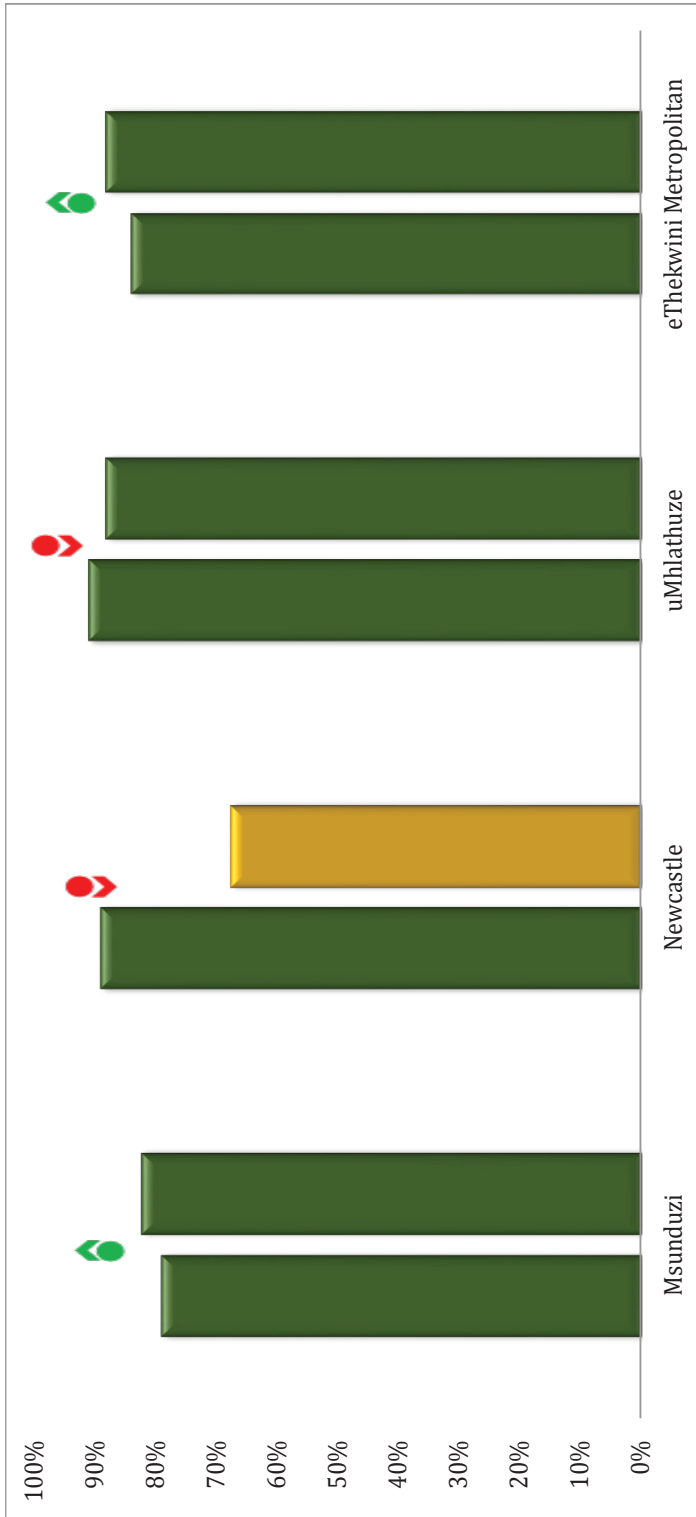
TABLE 8: REQUIRING INTERVENTION

No	Municipality	2014-2015		2013-2014	
		Status	Audit Opinion	Status	Audit Opinion
1	uMkhanyakude	Intervention	Disclaimer	Challenged	Qualified

uMkhanyakude District is the only District that regressed from a Challenged score to a Requiring Intervention category due to its Disclaimer Audit opinion.

OVERALL SCORE PER SECONDARY CITY

FIGURE 8: OVERALL SCORE PER SECONDARY CITY 2013/14 – 2014/15



Green Functional
 Yellow Challenged
 Red Intervention

TABLE 9: FUNCTIONAL SECONDARY CITIES

No	Municipality	2014-2015		2013-2014	
		Status	Audit Opinion	Status	Audit Opinion
1	uMhlathuze	Functional	Clean Audit	Functional	Clean Audit
2	eThekweni Metro	Functional	Clean Audit	Functional	Unqualified
3	Msunduzi	Functional	Clean Audit	Functional	Unqualified

All these Secondary Cities uMhlathuze, eThekweni and Msunduzi maintained their Functional scoring.

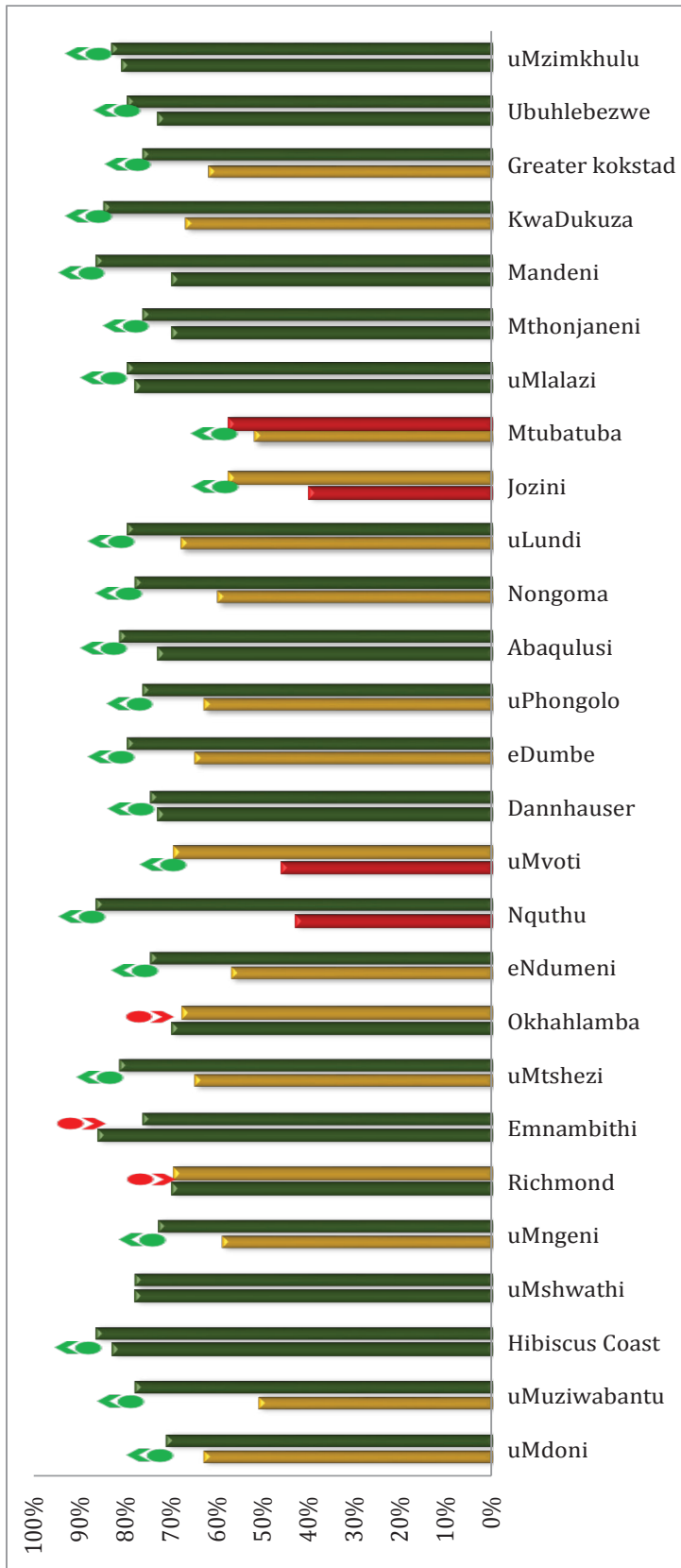
TABLE 10: CHALLENGED SECONDARY CITIES

No	Municipality	2014-2015		2013-2014	
		Status	Audit Opinion	Status	Audit Opinion
1	Newcastle	Challenged	Qualified	Functional	Qualified

Newcastle is the only Secondary City that regressed from a Functional scoring to a Challenged scoring.

OVERALL SCORE PER MEDIUM TO LARGE MUNICIPALITY

FIGURE 9: OVERALL SCORE PER MEDIUM TO LARGE MUNICIPALITY 2013/14 - 2014/15



Green Functional
 Yellow Challenged
 Red Intervention

TABLE 11: FUNCTIONAL MEDIUM TO LARGE MUNICIPALITIES

No	Municipality	2014-2015		2013-2014	
		Status	Audit Opinion	Status	Audit Opinion
1	uMshwathi	Functional	Unqualified	Functional	Unqualified
2	Mandeni	Functional	Clean Audit	Functional	Clean Audit
3	Ubuhlebezwe	Functional	Clean Audit	Functional	Clean Audit
4	uMzimkhulu	Functional	Unqualified	Functional	Clean Audit
5	KwaDukuza	Functional	Unqualified	Challenged	Unqualified
6	Hibiscus Coast	Functional	Clean Audit	Functional	Unqualified
7	Abaqulusi	Functional	Unqualified	Functional	Unqualified
8	Ulundi	Functional	Unqualified	Challenged	Unqualified
9	Dannhauser	Functional	Unqualified	Functional	Clean Audit
10	uMtshezi	Functional	Qualified	Challenged	Unqualified
11	Okhahlamba	Functional	Clean Audit	Functional	Unqualified
12	Nongoma	Functional	Unqualified	Challenged	Unqualified
13	Umlalazi	Functional	Unqualified	Functional	Unqualified
14	uMngeni	Functional	Unqualified	Challenged	Unqualified
15	Emnambithi	Functional	Unqualified	Functional	Unqualified
16	eDumbe	Functional	Unqualified	Challenged	Unqualified
17	uPhongolo	Functional	Unqualified	Challenged	Unqualified
18	Mthonjaneni	Functional	Unqualified	Functional	Unqualified
19	Umuziwabantu	Functional	Clean Audit	Challenged	Unqualified
20	Nquthu	Functional	Clean Audit	Intervention	Unqualified
21	Umdoni	Functional	Clean Audit	Challenged	Unqualified
22	Endumeni	Functional	Unqualified	Challenged	Unqualified

Eleven municipalities under this category maintained their Functional scoring and ten municipalities improved from Challenged to Functional whilst Nqutu improved from Requiring Intervention to Functional.

TABLE 12: CHALLENGED MEDIUM TO LARGE MUNICIPALITIES

No	Municipality	2014-2015		2013-2014	
		Status	Audit Opinion	Status	Audit Opinion
1	Richmond	Challenged	Unqualified	Functional	Clean Audit
2	uMvoti	Challenged	Unqualified	Intervention	Unqualified
3	Greater Kokstad	Challenged	Unqualified	Challenged	Unqualified
4	Jozini	Challenged	Qualified	Challenged	Disclaimer

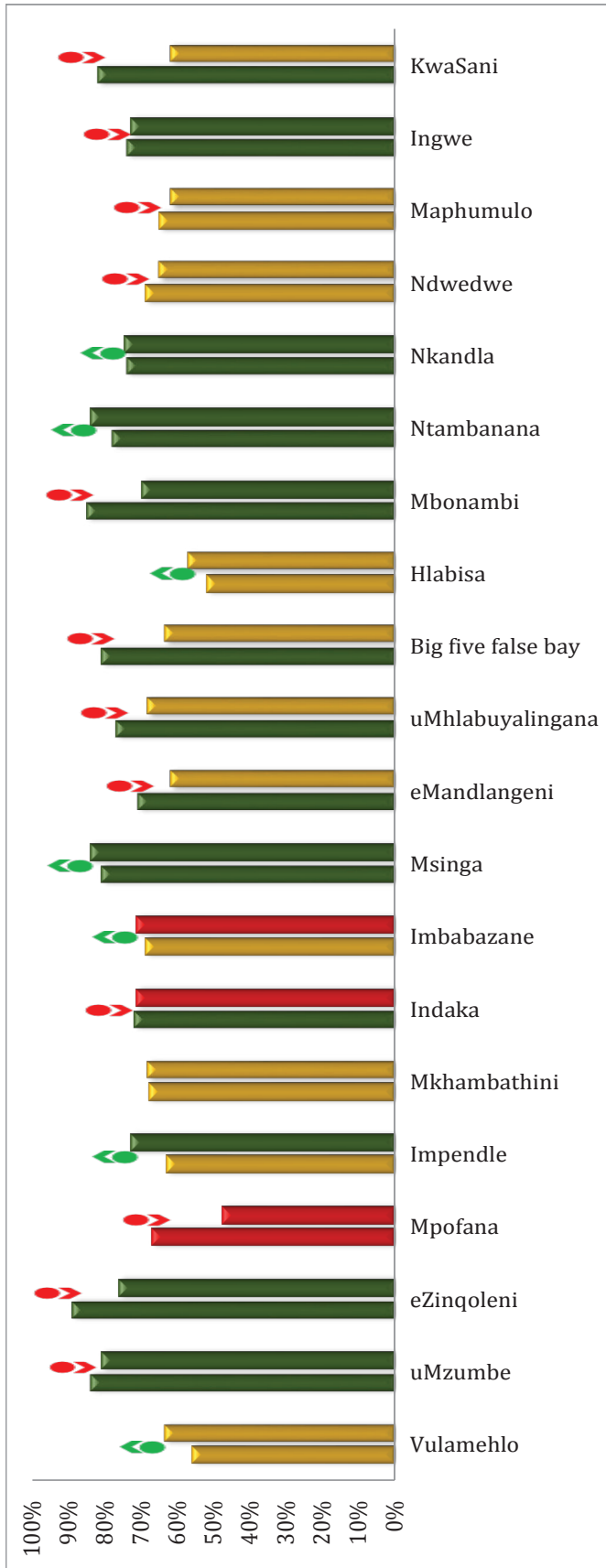
Richmond regressed from Functional to Challenged and uMvoti improved from Requiring Intervention to Challenged. Greater Kokstad and Jozini maintained their Challenged assessment.

TABLE 13: REQUIRING INTERVENTION

No	Municipality	2014-2015		2013-2014	
		Status	Audit Opinion	Status	Audit Opinion
1	Mtubatuba	Intervention	Unqualified	Challenged	Unqualified

Mtubatuba also moved to the Requiring Intervention category due to the mandatory provincial intervention arising from financial crisis.

Overall Score per Small Municipality 2013/14 – 2014/15



Green Functional
 Yellow Challenged
 Red Intervention

TABLE 14: FUNCTIONAL SMALL MUNICIPALITIES

No	Municipality	2014-2015		2013-2014	
		Status	Audit Opinion	Status	Audit Opinion
1	Ntambanana	Functional	Unqualified	Functional	Unqualified
2	uMzumba	Functional	Clean Audit	Functional	Clean Audit
3	Msinga	Functional	Clean Audit	Functional	Unqualified
4	eZinqoleni	Functional	Clean Audit	Functional	Clean Audit
5	Nkandla	Functional	Unqualified	Functional	Unqualified
6	Impendle	Functional	Unqualified	Challenged	Unqualified
7	Ingwe	Functional	Unqualified	Functional	Unqualified
8	Mkhambathini	Functional	Unqualified	Challenged	Unqualified
9	uMhlabuyalingana	Functional	Clean Audit	Functional	Unqualified
10	Big five false bay	Functional	Unqualified	Functional	Unqualified
11	Hlabisa	Functional	Qualified	Challenged	Disclaimer
12	uMfolozi	Functional	Unqualified	Challenged	Unqualified

Nine small municipalities maintained their Functional category and three improved from Challenged to Functional.

TABLE 15: CHALLENGED SMALL MUNICIPALITIES

No	Municipality	2014-2015		2013-2014	
		Status	Audit Opinion	Status	Audit Opinion
1	Indaka	Challenged	Unqualified	Challenged	Unqualified
2	eMandlangeni	Challenged	Unqualified	Challenged	Unqualified
3	KwaSani	Challenged	Unqualified	Functional	Unqualified
4	Vulamehlo	Challenged	Qualified	Intervention	Qualified
5	Ndwedwe	Challenged	Unqualified	Challenged	Unqualified
6	Maphumulo	Challenged	Unqualified	Functional	Unqualified

Kwa Sani and Maphumulo regressed from Functional to Challenged whilst Vulamehlo improved from Requiring Intervention to Challenged. Indaka and eMandlangeni maintained their Challenged scoring.

TABLE 16: REQUIRING INTERVENTION

No	Municipality	2014-2015		2013-2014	
		Status	Audit Opinion	Status	Audit Opinion
1	Imbabazane	Intervention	Unqualified	Challenged	Unqualified
2	Indaka	Intervention	Unqualified	Challenged	Unqualified
3	Mpofana	Intervention	Qualified	Intervention	Unqualified

All three of the aboved municipalities were moved to the Requiring Intervention category due to the mandatory provincial intervention arising from financial crisis.

SCORES PER PILLAR

TABLE 17: SCORES PER PILLAR (DISTRICT MUNICIPALITIES)

Pillar 1: Putting People First		Pillar 2: Delivering Basic Services		Pillar 3: Good Governance		Pillar 4: Sound Financial Management		Pillar 5: Building Institution and Administrative Capabilities	
14-15	13-14	14-15	13-14	14-15	13-14	14-15	13-14	14-15	13-14
90%	90%	65%	66%	93%	94%	66%	57%	82%	60%

There has been a slight drop in performance in pillar 2 and 3. Pillar 1 remained at 90%, Pillar 4 and 5 improved in performance.

FIGURE 10: AVERAGE SCORE PER PILLAR (DISTRICT MUNICIPALITIES)

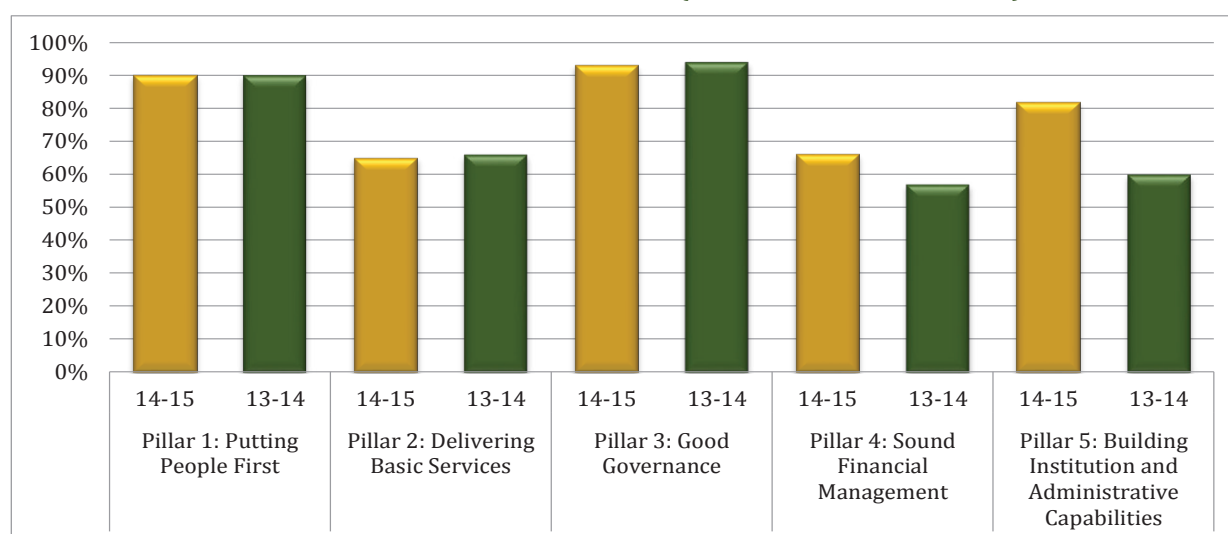


TABLE 18: SCORES PER PILLAR (SECONDARY CITIES)

Pillar 1: Putting People First		Pillar 2: Delivering Basic Services		Pillar 3: Good Governance		Pillar 4: Sound Financial Management		Pillar 5: Building Institution and Administrative Capabilities	
14-15	13-14	14-15	13-14	14-15	13-14	14-15	13-14	14-15	13-14
92%	81%	79%	93%	91%	94%	67%	69%	73%	98%

Secondary cities have dropped in performance in most pillars

FIGURE 11: AVERAGE SCORE PER PILLAR (SECONDARY CITIES)

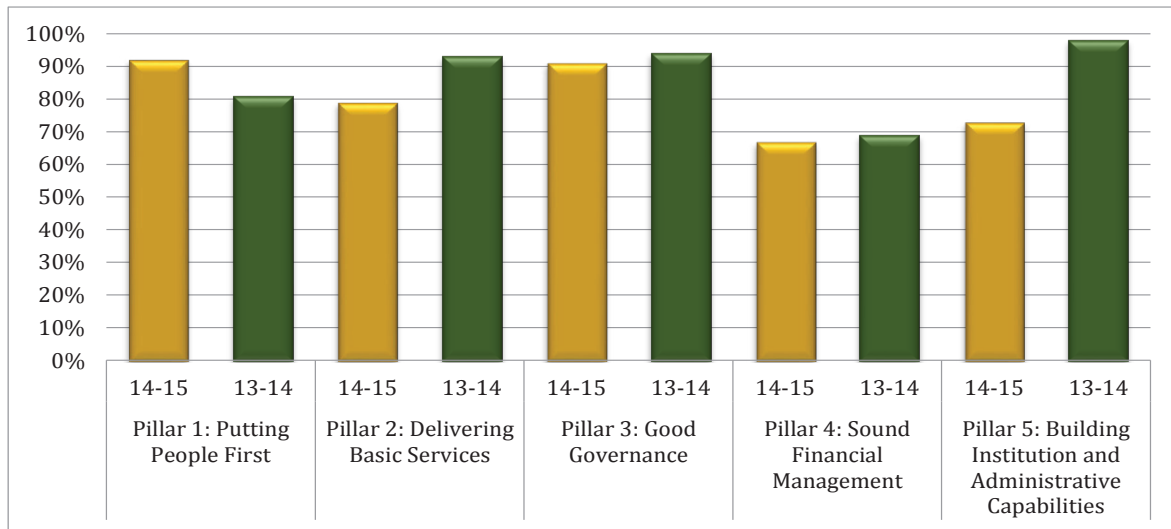


TABLE 19: SCORES PER PILLAR (MEDIUM TO LARGE MUNICIPALITIES)

Pillar 1: Putting People First		Pillar 2: Delivering Basic Services		Pillar 3: Good Governance		Pillar 4: Sound Financial Management		Pillar 5: Building Institution and Administrative Capabilities	
14-15	13-14	14-15	13-14	14-15	13-14	14-15	13-14	14-15	13-14
90%	67%	50%	62%	88%	85%	67%	64%	74%	71%

FIGURE 12: AVERAGE SCORE PER PILLAR (MEDIUM TO LARGE MUNICIPALITIES)

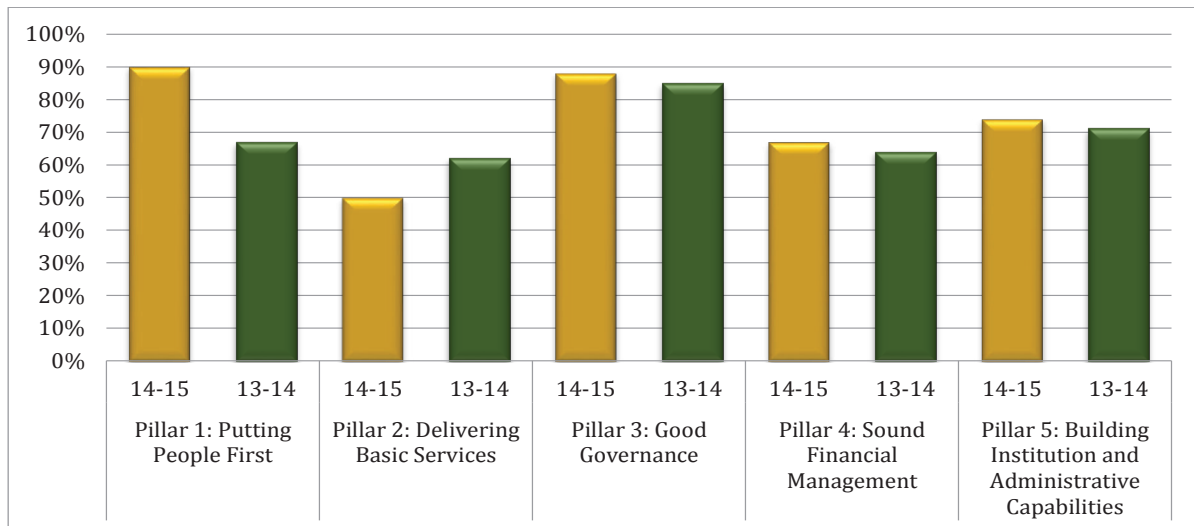
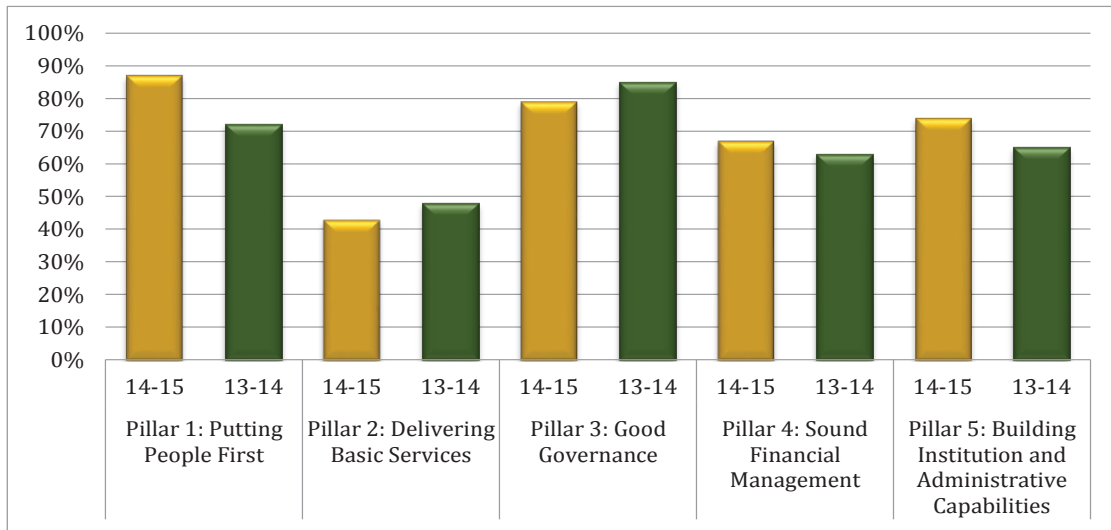


TABLE 20: SCORES PER PILLAR (SMALL MUNICIPALITIES)

Pillar 1: Putting People First	Pillar 2: Delivering Basic Services	Pillar 3: Good Governance	Pillar 4: Sound Financial Management	Pillar 5: Building Institution and Administrative Capabilities
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14-15	13-14	14-15	13-14	14-15	13-14	14-15	13-14	14-15	13-14
87%	72%	43%	48%	79%	85%	67%	63%	74%	65%

FIGURE 13: AVERAGE SCORE PER PILLAR (SMALL MUNICIPALITIES)



BACK TO BASICS KEY CHALLENGES PER PILLAR REMEDIAL ACTIONS PROPOSED BY COGTA

TABLE 21: PILLAR 1: PUTTING PEOPLE FIRST

CHALLENGES	REMEDIAL ACTION PROPOSED
% of Non- functional Ward Committees	Enforce compliance by councillors with the councillors code of conduct Present quarterly ward committee functionality assessment reports to, Speakers Forum & Public Participation IGR Fora. Advise MEC on the non-compliant municipalities Review functionality Assessment Tool for Ward Committees
Lack of community feedback Meetings by Ward Councillors	Develop annual calendar of community feedback meetings Monitor community feedback meetings convened by ward councillors in all wards Ensure attendance of meetings by CDWs in 480 Wards. All CDWs (480) to provide evidence of community feedback meetings
Lack of evidence for Community Feedback Meetings	To develop a Comprehensive Electronic System. Aligned with 10 point plan (sms, social networks etc.) Enhance the functionality of RRTs.
Municipalities with non-existent, and or non - functional complaints system	To review the indicator to allow for a gap year. Develop a consolidated action plan for the rollout of CSS in municipalities. Monitor implementation of plan by municipalities
Municipalities have not conducted CSS	Enforce compliance by councillors with the councillor's code of conduct.
Non-submission of ward reports by ward councillors	Present quarterly report to speaker's forum on the non-compliant councillors.
Lack of Functional Rapid Response Teams	To facilitate incorporation of this function within the Municipal SOR. Promote consistency & or proper handover.

TABLE 22: PILLAR 2: BASIC SERVICE DELIVERY

CHALLENGES	REMEDIAL ACTION PROPOSED
Infrastructure plans not in place	Verification of status of plans. 1 - WSDP (WSAs), 2 - ESP (Licensees), 3 - IWMP, 4 - Housing development plan, and Roads master plan Facilitate sector support for review or development 3-year Capital Development Plan for MIG
Insufficient maintenance programme with in appropriate funding	Make input into policy – increase allocation for R&M and verify 6% of energy purchased Verification of the current replacement cost of the infrastructure assets Asset management plan Ring-fencing of R&M budget Monitor the budget and expenditure on R&M
No Free Basic Services Indigent Register	Infrastructure : implement programme to support municipal review of indigent policies (already underway)

Unreliable and inefficient services	Guidelines for municipalities (Water loss, Electricity loss, Pothole, Sewer spillages, Waste Management, and Operations and Maintenance) Registration of rehabilitation projects
Insufficient Technical Capacity	Skills Audit Facilitate utilisation of external sources (Agencies) to provide appropriate technical resources Recruitment support
Non-functional IGR structures for infrastructure	Support the establishment and functioning of Technical forums

TABLE 23: PILLAR 3: GOOD GOVERNANCE

CHALLENGES	REMEDIAL ACTION PROPOSED
Council meetings not held on a quarterly basis	Intensive training /capacitation of councillors on principles of “Good Governance”, Roles and Responsibilities of elected office bearers and political imperatives (Constitution, NDP etc.) after elections Consequences – Speaker must apply the Code of Conduct In instances where Speaker fails to apply Code of Conduct, MEC must investigate and apply the Code of Conduct Quarterly monitoring of 61 municipalities Council meetings and Committees of Council (POE – attendance register, front page of Agenda and Minutes). Consequences of non-compliance – assessment rating affected negatively.
MPAC meetings not held on a quarterly basis	Review of MPAC guideline by DCOGTA. Intensive training /capacitation of councillors. Quarterly monitoring of 61 municipalities MPAC meetings (POE – attendance register, front page of Agenda and Minutes). - Consequences of non-compliance – assessment rating affected negatively.
Portfolio committees not meeting	Consequences – Speaker must apply the Code of Conduct Standardised monthly reporting format to be designed by DCOGTA iro each portfolio committee (performance and monitoring) Adopt appropriate governance (decision making process) systems
District technical IGR fora not functioning optimally as serious service delivery challenges are not addressed. Meetings attended by junior officials. Poor participation of Sector Departments in IGR. Ten point plan: District and local IGR coordination model	IGR Standing item on Council Agenda (exception: EThekweni Municipality). Every Mayor must report to Council on IGR. Speaker must apply the Code of Conduct iro non-compliance (holding of meetings and non - attendance). Strategic Agenda setting with input from all municipalities e.g. Inter-municipal co-operation (shared services). DCOGTA to design generic Agenda for the Mayors Forum Participation in IGR structures to be included in the Performance Agreements and Departmental Scorecards for all S54/S56 Managers. Research the application of the Rules and Orders to IGR structures. – 30 June 2016
No Delegations Framework in place	Identify municipalities which require support
No system to track implementation of Council resolutions	DCOGTA to provide hands on support

Standing Rules and Orders not reviewed	DCOGTA to provide hands on support
Lack of capacity to develop and gazette by-laws	DCOGTA to finalise a set of draft standard by-laws – commencing with critical by-laws Investigate feasibility of implementing shared legal services at district level Amendment to LG Systems Act
Uncertainty of allocation and distribution of powers and functions	National DCOG to undertake research on model. National DCOG to consider gazetting a version of the MDB definitions related to municipal functions
Shared service model and strong district support plans for weaker local municipalities required	Each district to host an inter-municipal co-operation workshop – resolutions to be implemented via Mayors Forum. Investigate feasibility of implementing shared services at district level District municipalities to review B2B support plans to identify areas of support to local municipalities

TABLE 24: PILLAR 4: SOUND FINANCIAL MANAGEMENT

CHALLENGES	REMEDIAL ACTION PROPOSED
To improve Municipal Audit Outcomes	Analyse AG Letters. Cogta to create and disseminate post action plan template. Provincial analysis of audit action plan with feedback. MEC engagement with poor performing municipalities. Municipalities to implement post audit action plans
To improve Record Keeping to support improved audit outcomes	Implement an effective system of records management at municipalities with negative audit outcomes Safe guarding of face value documents Maintaining performance information
Standard Operating Procedures to be developed to assist municipalities in improving internal controls	Develop/update all finance SOPs and create central repository. Improved support to all Back to Basics municipalities. Medium to High support to targeted municipalities with negative audit outcome
Procurement Planning to improve SCM and spending on Capital Budgets	Workshop convened to train municipal officials on procurement planning.
To implement a system of <ul style="list-style-type: none"> • Asset Management • Asset Register • Conditional Assessment • Revaluation of assets • Accounting Treatment of Assets) 	Municipalities to Conduct Asset verification and compile asset register. Revision of asset management policies. Asset management training to be provided by COGTA to targeted municipalities.
Effective Management of Service Providers undertaking financial management activities	Coordination of SP and stakeholders support programmes in asset management through an assessment of SP allocations, scope of work and the development of individual municipal support plans.

relating to specialists for asset valuations & accounting treatment of assets	
<p>To improve Revenue Management by improving</p> <ul style="list-style-type: none"> • Debt Management • Accuracy of billing • Addressing tariff setting challenges • Indigent Management 	<p>In order to ensure proper data management – property rates and billing, GIS / IT in municipalities to undertake data matching and cleansing with technical service / valuations – real estate and finance.</p> <p>Municipalities to establish data management steering committees</p> <p>Municipalities to develop project plan for data cleansing</p> <p>Municipalities to set up revenue steering committees and develop plans.</p> <p>Consolidated billing cannot happen until Public Works (National & Provincial) are able to reconcile liability for property rates and consumer charges to a single entity and ESKCOM aligns billing to municipal billing.</p>
To review financial management policies and relevant financial by-laws	<p>COGTA to roll-out indigent management framework.</p> <p>To undertake verification of indigent registers at municipalities.</p> <p>To review all financial related policies and ensure alignment to accounting policies.</p> <p>COGTA to convene financial policy workshop for CFOs and Finance officials.</p>
Ineffective Audit Committees and Internal Audit	<p>Monitor effectiveness of AC and IA quarterly</p> <p>IA to report monthly on implementation of recommendations.</p> <p>IA to develop risk based audit plan and submit to MM and COGTA and AC.</p> <p>COGTA to undertake IA capacity assessment- Note: Capacity of MM's office to be considered to co-ordinate IA work as well as other functions usually delegated to CFOs</p> <p>To target municipalities with negative audit outcome</p>
To improve municipal Performance Management towards reducing audit queries and improving audit outcomes	<p>COGTA MF to analyse audit reports to identify performance management issues.</p> <p>COGTA MPMRE and Municipalities to develop and implement corrective action plans at targeted municipalities.</p>
To improve municipal Legal Compliance and Contract Management towards reducing audit queries and improving audit outcomes	<p>COGTA MF to analyse audit reports to identify compliance issues</p> <p>To develop and implement corrective action and support plans</p> <p>To identify technical services issues and convene workshop on capital project spending and management</p>
To address HR Matters in order to reduce audit queries and support municipalities for the 2015/2016 audit. (1 - Organogram, 2 - Leave and overtime, 3 - Competencies, 4 - Recruitment & Staff turnover)	<p>To undertake assessment of HR functions and to implement a support action plan.</p>
To improve financial Compliance in relation to (1 - New Standards, 2 - MSCOA)	<p>COGTA MF to convene workshop on GRAP standards with AG</p> <p>MMs to establish MSCOA steering committees and submit details together with implementation plan and MSCOA risk register to PT</p> <p>financial reporting and COGTA MF</p> <p>CFO's to compare current charts of account to MSCOA</p>

To assist municipalities affected by re-demarcation on ICT	To undertake an ICT Systems audit at re-demarcation municipalities and support mergers and splits.
Expenditure Management in relation to (1 – CAPEX, 2 - Contract Management, 3 – UIFW, 4 - DORA (grant mngt))	Quarterly monitoring of expenditure management Municipalities to Implement COGTA recommendations Municipalities to maintain UIFW Registers and submit to COGTA in accordance with section 32 of the MFMA
Regular, recording review, and reconciliation activities undertaken to reduce material adjustments and improve audit outcomes	Perform and review monthly reconciliations COGTA MF to monitor and report on financial activities quarterly.
Support application and interpretation of technical standards and Tax compliance (VAT). COGTA to assist in audit management	COGTA MF to engage AG on application of GRAP standards and VAT and issue circular to municipalities following engagement regarding application of technical standards. COGTA and PT to attend municipal audit steering meetings during 2015/2016 municipal audit
Implementation of Forensic report (1 - Status of forensics in all municipalities, 2 - Corrective steps including civil disciplinary and criminal action, 3 - Role of MEC and other agencies in enforcing consequence management)	COGTA to develop a database of all investigations including COGTA/Municipal/PT and other stakeholders (SIU SAPS etc.) Municipalities to submit to COGTA details of all civil disciplinary and criminal action emanating from investigations DCOG to consider amendments to municipal systems act to provide for enforcement measure. Support to targeted municipalities (cannot be determined in advance)

TABLE 25: PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS

CHALLENGES	REMEDIAL ACTION PROPOSED
Vacant MM and Section 56 posts	Municipalities to inform COGTA of vacancies at least 3 months before expiry of contract and at least 7 days of resignation or termination being lodged. Municipalities to inform COGTA of recruitment plans forthwith. Municipalities to comply with applicable legislative processes and timeframes, including consultation with external stakeholders. Quarterly monitoring of filling of MM and Section 56 Manager posts and taking of appropriate action in the event of failure to fill vacancies Merging municipalities to submit proposals for filling of vacancies to CMCs for approval. Compliance monitoring
Outdated HR Policies and procedures	Conduct audit of HR policies & procedures. Undertake reviews where appropriate and adopt. Monitor, support and build capacity.
To improve Record Keeping and other HR related matters to support improved audit outcomes	Address HR matters in order to reduce audit queries and support municipalities for the 2015/2016 audit (organogram, leave, overtime, records management, competencies, recruitment and staff turnover) by undertaking assessment of HR functions and implement corrective and support action plans

<p>Misalignment between NT and COGTA regulations on minimum competency requirements;</p>	<p>Refer this challenge to DCOG and National Treasury & MINMEC</p>
<p>Suspensions of MM's and Section 56 Managers and illegal cancellation of contracts and removal of senior managers and costs implications and court challenges on municipal budgets</p>	<p>Monthly Human Resource reports indicating status of senior posts in the municipality indicating contractual staff, suspensions, etc. to be submitted to Council meetings / EXCO meetings. Municipalities to ensure compliance of timeframes in terms of reporting of vacancies. Monitoring illegal cancellations of contracts / suspensions / removal of senior managers.</p>

SUPPORT PROVIDED BY COGTA

OPERATION CLEAN AUDIT

- There was an improvement of more than 31% across the province in the movement of municipal audit outcomes from 2009 to 2015.
- 2014/2015 saw the highest recorded number of 22 unqualified audit opinions with no other matters, commonly referred to as clean audit opinions (18 municipalities and 4 municipal entities) across the province.
- This achievement was augmented by 37 unqualified audit opinions with other matters (35 municipalities and 2 municipal entities) across the province

MUNICIPAL PROPERTY RATES

- A high level financial viability assessment was undertaken in 2013 and informed the re-demarcation processes broadly.
- Early in 2014 a financial management process plan to guide the re-demarcated municipalities was prepared is being implemented through Finance Technical Committees in support of the Re-demarcation Change Management Committees and process with targeted support to municipalities affected by re-demarcation on Information and Communication Technology, Budget and Annual Financial processes and Valuation Roll processes.
- Municipalities were supported in preparation for the next General Valuation to be implemented on 01 July 2017. Municipalities affected by the re-demarcation were specifically supported to align valuation cycles and the Department processed applications for extension of valuation roll validity to promote alignment of valuation rolls and the Department published specific provisions relating thereto in the section 14(5) notice under the Municipal Structures Act.

ANTI-CORRUPTION STRATEGY

- The Department has aligned its anti-corruption strategy with the National Anti-Corruption Strategy as well as the Provincial Integrity Management Strategy. The Departmental Strategy is being rolled out in three phases:
- During the first phase, fraud risk assessment workshops will be conducted in 61 municipalities (30 municipalities in 2013/2014, 15 municipalities in 2014/2015 and 16 in the 2015/2016 financial year.
- The second phase - the results from the fraud risk assessments were used to identify anti-corruption training needs for each municipality and this information assisted with the design of the training action plan and anti-corruption training manual of the Department. The Department commenced a project for Ethics Awareness Training at District Level (including local municipalities) between November 2014 and finished in February 2015 with workshops conducted at 9 Districts and Ethekwini with only UMgungundlovu outstanding.
- The third and final phase aligned to the Back to Basics priority "Management of Maladministration, Fraud and Corruption", has the Department developing a Local Government Anti-corruption Strategy as a tool for the use of municipalities in adapting and adopting a municipal anti-corruption strategy. The department has in partnership with NDCOG, SALGA, Municipalities and Provincial Treasury drafted the strategy which will be finalised soon and disseminated to municipalities.

STRATEGIC PARTNERSHIPS

- The partnership with DCOG, SACPVP, LGSETA and KZN CoGTA through the National MPRA-Mass Appraisal Strategy Committee yielded success in producing a final draft of MPRA Standards for Valuation which were drafted by KZN CoGTA and submitted to the SACPVP for adoption to guide the valuation profession in MPRA implementation.
- In addition, in implementing the MPRA-Mass Appraisal-Valuation Education and Training programmes, the Municipal Assessors Program was approved by the Department of Higher Education and Training for the addition of an alternative occupation title Municipal Property Assessor via the LGSETA funded programme driven by the Department and through the strategy approved.
- The Department has further developed its own monitoring framework based on the amendment to the MPRA during the year.

CODE OF CONDUCT

- Poor governance impacts on the stability, the financial and service delivery performance of a municipality. In an effort to improve good governance, various generic governance frameworks and policies were also drafted and provided to municipalities per the Back to Basics assessment.
- These frameworks included Rules and Orders, Roles and Responsibilities, Delegations, and the Uniform Standing procedure for the imposition of fines to provide a mechanism for the discipline of councillors where there are breaches of the Code of Conduct for Councillors.
- Where there have been breaches of the Code of Conduct for Councillors, municipalities were guided on the correct procedure to be followed in the discipline of implicated councillors such as in Indaka, Ingwe municipalities.
- Where there was reluctance by Councils to take appropriate action, the MEC undertook investigations and imposed sanctions as per recommendations in the investigation reports.

BY ELECTIONS AND BY LAWS

- The Department facilitated a number of by-elections where there were vacancies and ensured that the declaration of vacancies and the calling of the by-elections was in keeping with legislation. The recent major by elections include Mpofana and Mtubatuba where the municipal councils had been disbanded
- The Department also drafted 10 Standard by-laws, gazetted them and provided these to municipalities in order to support their legislative competence. This was achieved after exhaustive consultations within the local and national government sector. Further Standard Draft by-laws are also currently in the drafting phase.

RECRUITMENT AND SELECTION OF SENIOR MANAGERS

- A national assessment of local government conducted in 2009 culminated in the Local Government Turnaround Strategy. One of the findings was that there were systematic challenges related to the administration of municipalities and professionalization of the local government sector. This warranted a process of revisiting some of the provisions which was supported by the MEC from the draft stages up until the gazetting of the Municipal Systems Amendment Act in July 2011 as well as the promulgation of the Regulations in January 2014.
- One of the key amendments was that the MEC for local government is obliged to assess and monitor the appointment of municipal managers and managers directly accountable to municipal managers. The Department has therefore assessed 382 new and acting appointments from July 2011 to date focussing on the process followed by councils from the advertisement stage to the appointment stage.
- The other focus has been on the appointed candidates if they meet the minimum academic, experience and competency requirements prescribed in the Regulations. There were instances where it was found that the municipal councils did not comply with the legislative provisions when appointing senior managers and they were addressed with the few cases decided by the court of law.

- Municipal Councils have also been supported with a Standard Operating Procedure Manual which guides the recruitment process from the drafting of adverts up until the submission of documents to the Minister

PREPARATION FOR LG ELECTIONS

- As part of monitoring and supporting the Local Government Election, the Department has established the following structures:-
 - The Provincial Local Government Election Steering Committee was established to oversee the 2016 Local Government Election. The members of this Committee are COGTA, SALGA, IEC and the State Security Agency.
 - The Department's Provincial Infrastructure Task Team comprises of members from COGTA, IEC and Sector Departments whose public facilities will be used as voting stations or can support and/or build the capacity of voting stations.
- A Post- Election plan is in place to deal with the following matters:-
 - First Council meetings;
 - COGTA's Election Helpline;
 - Comprehensive database which will contain LG Election results onto a single comprehensive database;
 - Exit strategy for councillors who will not be re-elected;
 - Councillor orientation and empowerment programme;
 - Comprehensive training programme for new councillors;
 - Communication Strategy to roll out voter awareness campaigns; and
 - Rapid response teams to monitor and resolve service delivery protests.

REDEMARCATION OF MUNICIPAL BOUNDARIES

- Despite substantial financial and numerous other Departmental support programmes over the years, a number of municipalities were to a greater or lesser degree not fulfilling their local government Constitutional obligations. It was clear that in the short to medium-term, differentiated support would have to be given to municipalities with the aim of addressing financial and service delivery challenges. In the long-term the possibility of re-categorization of certain municipalities with applicable powers and functions and institutional arrangements should be considered to address these
- An assessment was done (and a report prepared) to consider the municipalities for adjustment of municipal boundaries and possible disestablishment
- A dual approach was followed in considering the challenges experienced by some municipalities.
- Firstly, based on further research municipalities could be re-demarcated where this would benefit the communities within that geographic area. Such a re-demarcation of municipality boundaries would result in:
 - the expansion of existing service delivery networks
 - capacity skills and expertise of larger municipalities would be available for the geographic areas of current non-viable municipalities
 - Substantial savings on overhead costs could be achieved providing additional funding for service delivery.
 - The achievement of the benefits of economies of scale.
- Secondly where re-demarcation may not be appropriate, a programme of sustained support to such municipalities needed to be determined and implemented.
- The Department also undertook investigations into the following:
 - The state of readiness of the whole UMgungundlovu district area to be determined as a metropolitan municipality. This was supported by Cabinet but not approved by the MDB;

- The merger of the Hlabisa Municipality and the Big 5 Municipality. This was supported by Cabinet and approved by the MDB; and
- The proposed incorporation of the area along the King Shaka International Airport comprising of wards 58 and 62 eThekweni Metropolitan Municipality into the KwaDukuza Local Municipality. This was not supported by Cabinet and the status quo remained.
- The Municipal Demarcation Board approved a number of proposed movements in municipal boundaries. However, the following are major:
 - Merger of Imbabazane/Umtshezi (Uthukela DM)
 - Merger of Indaka/Emnambithi (Uthukela DM)
 - Merger of Hlabisa/Big Five (Umkhanyakude DM)
 - Merger of Ingwe/kwaSani (Harry Gwala DM)
 - Merger of Ezinqoleni/Hibiscus Coast (Ugu DM)
 - Splitting of Ntambanana between Mthonjaneni/Mhlathuze/Mfolozi (Uthungulu DM)
 - Splitting of Vulamehlo between uMdoni and EtheKwini
- The Department appointed Service Providers to assist Change Management Committees in these municipalities in the following areas:
 - The drafting of organograms and drafting of job descriptions
 - The rationalization of the valuation roll for the merging municipalities
 - The rationalization of municipal by-laws
 - The 2016/2017 Budget and IDP processes for merging municipalities
 - The migration of IT Financial Systems
- The Department assisted with Business Plans to access the Restructuring Grant from National Treasury.
- A further amount R 50 million was applied for from National Treasury to fund pay parity within the new merged municipalities
- On the whole the redemarcation process has been a success with other provinces using our systems and business processes as bench marks.

INTERGOVERNMENTAL RELATIONS - INTERMUNICIPAL COOPERATION

- In ensuring the implementation of the IGR Framework as per the IGR Act, CoGTA had provided the 10 Districts with grant funding to establish support and enhance the functionality of the District IGR Forums.
- The Mayors Forum was the first IGR Structure to be constituted in the District. Protocol documents, terms of reference, work methods, rules and procedures were drafted, signed and adopted by all Mayors within the District
- The following structures were constituted and adopted as the IGR Fora for the 9 Districts: Speakers Forum, Municipal Managers Forum, District Area Finance, Infrastructure, Planning and Development, Corporate, Social/ Community Services, Communications and Corporate Services Forums. Terms of reference, work methods, rules and procedures were drafted, signed and adopted by all Municipalities within the District.
- The Department recently conducted a Legislative Compliance Assessment to determine the extent to which municipalities in the Province comply with local government legislation. The Assessment was administered in all 61 municipalities in the Province

WOMEN IN LEADERSHIP DIALOGUE

- For the past five years, the Honourable MEC for Co-Operative Governance and Traditional Affairs has held five very successful Women in Leadership Dialogues with all women Councilors and Amakhosi in the Province of KwaZulu-Natal. The main purpose of this dialogue is to encourage, empower and capacitate women Councillors and Amakhosi with expert knowledge and experiences sufficiently

enabling them in various fields within their five year period of office. In addition, it gives woman the platform to discuss and debate the challenges faced as leaders as well as mapping a collective way forward towards building the capacity of women in addressing the identified challenges.

- Over 750 women delegates attended the 2015 event including all women councillors, female amakhosi in the Province, female MEC's in the Province, female Cogta MEC's in the Country, female CEO at corporate companies in KZN and women in media.
- The Key note Speaker was Her Excellency, Dr Nkosazana Dlamini Zuma Chairperson of the African Union. Various experts and professional women were called upon as presenters to deliver motivational, inspirational and educational messages to the conference.
- Presentations included: financial security and freedom, psychological matters – emotional intelligence, spiritual guidance and motivation, image consultants and capacity building and local economic development programmes etc.
- The event also recognized the women of this Province who are known to have an amazing ability to mobilise and unite for a common cause, thus creating the opportunity that operates under a model of sustainable success.
- In spite of the challenges they face, women in the Province show inspiring resilience and determination to break out of the cycle of poverty.

CONSTITUTIONAL INTERVENTIONS

- During the period under review it became necessary to recommend interventions in terms of section 139 of the constitution in the municipalities of Mpofana, Mtubatuba, Indaka and UMkhanyakude. These joined the municipalities of Imbabazane, Abaqulusi and Umvoti that were already under intervention when the term started in 2014.
- These municipalities were failing despite the concerted effort of our provincial government as whole to support them in terms of section 154 of the constitution.
- Working together with Provincial Treasury, SALGA and National CoGTA to name a few, the following were assisted the (Abaqulusi, Umvoti Mtubatuba and Mpofana) to move out of the constitutional interventions and are now operating normally.

CAPACITY BUILDING

- The department established two Capacity Coordinating Committees, the Departmental Support Coordinating and Monitoring Committee (DSCMC) and the Provincial Capacity Coordinating and Monitoring Committee. The former Committee is made up of internal COGTA Business Units while the latter comprises of sector departments, SALGA, District Municipalities and the Local Government Sector Education and Training Authority. The purpose of establishing these structures was to create a platform where all stakeholders supporting municipalities share their capacity building programme and provide quarterly progress in terms of implementation of their programmes. Challenges are collectively addressed and good practices acknowledged and replicated. A database of all support programmes was developed detailing the support each municipality received.
- In order to further firm up coordination of capacity building, the department developed a Capacity Building Strategy which is aimed at guiding capacity building for all support programmes targeting municipalities. This was done through a collaborative effort involving all stakeholders providing support to municipalities. The Strategy was aligned to the Back to Basics Programme to ensure that all capacity building efforts empowers municipalities to perform on the Five Pillars of the Back to Basics Programme.

COUNCILLOR DEVELOPMENT PROGRAMME

- Subsequent to the 2011 Local Government elections, all Councillors in KZN participated in the Councillor Induction Programme which was implemented in collaboration with the South African

Local Government Association. This was aimed at introducing Councillors to the local government arena and to empower them to understand their roles and responsibilities. This was followed by the skills survey to understand Councillor's educational background, skills they acquired and to identify skills gap.

- To ensure that female Councillors are able to play their roles adequately and perform their functions satisfactorily, they were provided with a special accredited training programme. All Councillors who were found competent graduated at the 2013 Women in Leadership Conference held at the Durban International Conference Centre.
- During 2012, the department developed Councillor Training Programme which is accredited by the LGSETA. This programme was rolled-out during 2013 to 2015. As the training is accredited, Councillors were expected to compile Portfolio of Evidence. A total of 1273 Councillors were trained. All Women Councillors trained during 2013 and 2014 graduated at the 2015 Women in Leadership Conference held at the Durban International Conference Centre. All the remaining competent Councillors will be graduating in February 2016.
- Municipalities were also supported with the implementation of the Gender Equity Policy Framework for Local Government as well as the Disability and the Youth Policy Frameworks respectively.
- The Business Unit trained 55 Skills Development Facilitators from 27 municipalities on Gapskill, the Web-based tool used for skills audit purposed.

WARD COMMITTEE FUNCTIONALITY

- Through continuous quarterly assessments of ward committee functionality in municipalities, specific challenges were identified within the ward committee programme and measures were put in place to address the identified challenges. These measures included the development and customization of intervention plans to address the non- functionality of ward committees and the maintenance plans to maintain the functional ward committees.
- Through the introduction of these measures there has been a significant improvement in the way in which ward committees have performed their functions over the last five years. Ultimately, the improvement in the functionality of ward committees has enabled communities in the province to actively participate in the matters of local governance, thereby contributing to decision making processes
- In response to the Auditor-General's findings for the 2013/14 financial year, all local municipalities were required to develop and implement ward Level improvement plans. The Department prepared the Ward Level Improvement Plan template and work shopped it at the various Public Participation forums. The Plans focus on concerns/issues emanating from the community per village or area in the ward and the councillor's role in addressing those concerns within the municipal processes. The Plans also seek to improve the accountability of ward committees and municipal structures to each other and to the communities they serve.

COMMUNITY DEVELOPMENT WORKER PROGRAMME

- In the implementation of the War On Poverty Strategy, the Province through Operation Sukuma Sakhe identified the pivotal role for CDWs in supporting the functionality of the War Rooms thus ensuring that interventions are provided to the households identified through household profiling.

RAPID RESPONSE TEAMS

- There was a general observation that service delivery protests have become rife throughout South Africa. It is against this background that CoGTA MinMEC (of 4 March 2010) resolved that Municipalities should establish Rapid Response Teams to deal with service delivery protests.
- The province of KwaZulu-Natal has witnessed fewer service delivery protests compared with other provinces over the past years. This can largely be attributed to the following factors:

- Effective communication strategies and existence of relevant structures at both provincial and municipal level.
- Meaningful engagement of relevant stakeholders including sector departments.
- Good relations between the Department of CoGTA and municipalities
- Municipalities spending their funding more appropriately on service delivery projects thus avoiding huge unspent amounts on their budgets.
- The Department supported the establishment of 61 Municipal Rapid Response Teams and a Departmental Rapid Response Team has been established as well, in order to:
 - Ensure rapid response to areas that are pressure points and threatened by service delivery protests. These officials put processes and measures in place to address concerns raised by communities if immediate solutions cannot be found.
 - Put in place early warning systems that will identify intelligent information on protests and pre-empt issues, then facilitate engagement prior the service delivery protest and do follow-ups.
- During the period under review (2014/2016) there were 111 community protests that were monitored by our Rapid Response Teams, issues were addressed and where required these were referred to the relevant organs of state to deal with.

SECTOR PARLIAMENTS AND TLTP

- The Department coordinated the sector parliaments by
 - Providing support required from the department as well as municipalities in respect of the youth parliament, workers parliament, the elderly and people living with disabilities as well as in respect of the TLTP
 - The Department supports the establishment and operation of youth desks in municipalities

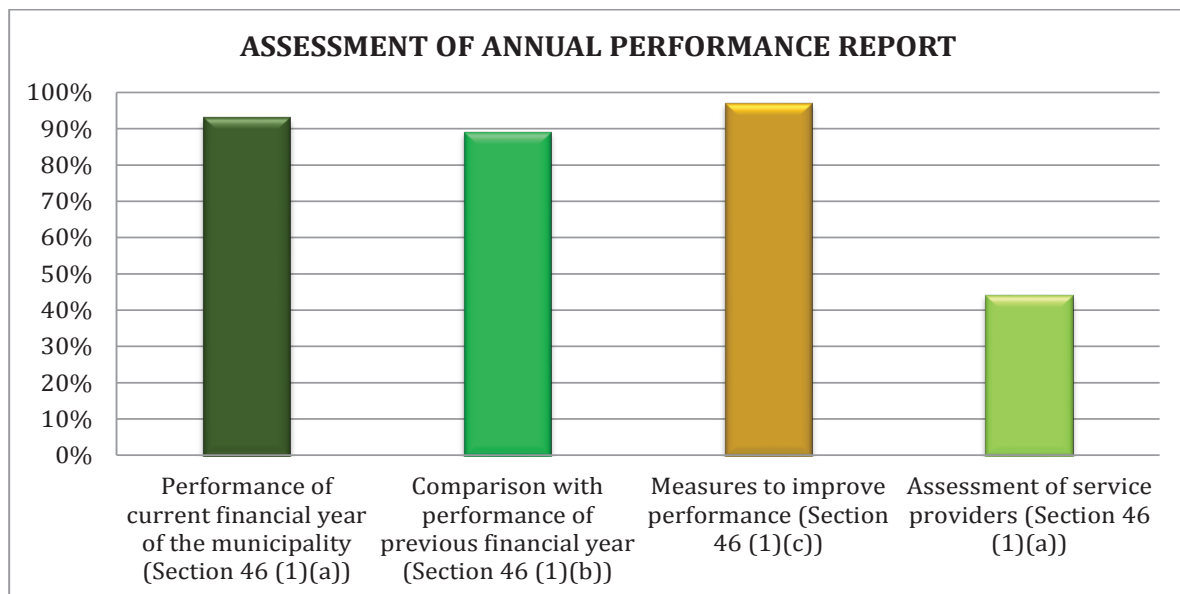
ASSESSMENT OF THE ANNUAL PERFORMANCE REPORTS (SECTION 46 OF THE MUNICIPAL SYSTEMS ACT, NO. 32 OF 2000)

TABLE 26: ASSESSMENT OF ANNUAL PERFORMANCE REPORT

Municipality	Performance of current financial year of the municipality (Section 46 (1)(a))	Comparison with performance of previous financial year (Section 46 (1)(b))	Measures to improve performance (Section 46 (1)(c))	Assessment of service providers (Section 46 (1)(a))
Ugu District Municipality	Yes	Yes	Yes	No
Vulamehlo	Yes	Yes	Yes	No
uMdoni	Yes	Yes	Yes	No
uMzumbe	Yes	Yes	Yes	No
Umuziwabantu	Yes	Yes	Yes	No
eZinqoleni	Yes	Yes	Yes	No
Hibiscus Coast	Yes	Yes	Yes	No
uMgungundlovu District Municipality	Yes	Yes	Yes	No
uMshwathi	Yes	Yes	Yes	No
uMngeni	Yes	Yes	Yes	Yes
Mpofana	Yes	Yes	Yes	Yes
Impendle	Yes	Yes	Yes	No
Msunduzi	Yes	Yes	Yes	No
Mkhambathini	Yes	Yes	Yes	No
Richmond	Yes	Yes	Yes	No
uThukela District Municipality	Yes	Yes	Yes	Yes
Emnambithi	Yes	Yes	Yes	No
Indaka	Yes	Yes	Yes	Yes
uMtshezi	Yes	Yes	Yes	No
Okhahlamba	Yes	Yes	Yes	Yes
Imbabazane	Yes	Yes	Yes	No
uMzinyathi District Municipality	Yes	Yes	Yes	No
eNdumeni	Yes	Yes	Yes	Yes
Nquthu	Yes	Yes	Yes	Yes
Msinga	Yes	Yes	Yes	No
uMvoti	Yes	Yes	Yes	No
Amajuba District Municipality	Yes	Yes	No	No
Newcastle	No	No	Yes	Yes
eMandlangeni	Yes	Yes	Yes	Yes
Dannhauser	Yes	Yes	Yes	Yes
Zululand District Municipality	Yes	Yes	Yes	No
eDumbe	Yes	Yes	Yes	No
uPhongolo	Yes	Yes	Yes	No
Abaqulusi	Yes	Yes	Yes	No
Nongoma	Yes	Yes	Yes	Yes
uLundi	Yes	Yes	Yes	No
uMkhanyakude District Municipality	Yes	Yes	Yes	Yes
uMhlabuyalingana	Yes	Yes	Yes	Yes
Jozini	Yes	Yes	Yes	No
Big five false bay	Yes	Yes	Yes	Yes
Hlabisa	Yes	Yes	Yes	Yes
Mtubatuba	No	No	Yes	No
uThungulu District Municipality	Yes	Yes	Yes	Yes

Municipality	Performance of current financial year of the municipality (Section 46 (1)(a))	Comparison with performance of previous financial year (Section 46 (1)(b))	Measures to improve performance (Section 46 (1)(c))	Assessment of service providers (Section 46 (1)(a))
uMfolozi	Yes	No	Yes	No
uMhlathuze	Yes	Yes	Yes	No
Ntambanana	Yes	Yes	Yes	Yes
uMlalazi	Yes	Yes	Yes	No
Mthonjaneni	*	*	*	*
Nkandla	Yes	No	Yes	Yes
Ilembe	Yes	Yes	Yes	Yes
Mandeni	Yes	Yes	Yes	Yes
KwaDukuza	Yes	Yes	Yes	Yes
Ndwedwe	Yes	Yes	Yes	Yes
Maphumulo	Yes	Yes	Yes	No
Harry Gwala District Municipality	Yes	Yes	Yes	No
Ingwe	Yes	Yes	Yes	No
KwaSani	Yes	Yes	Yes	Yes
Greater kokstad	Yes	No	Yes	No
Ubuhlebezwe	Yes	Yes	Yes	No
uMzimkhulu	*	*	*	*
EThekweni Metropolitan	Yes	Yes	Yes	No

FIGURE 14: ASSESSMENT OF ANNUAL PERFORMANCE REPORT



ACHIEVEMENT OF ANNUAL PERFORMANCE REPORT TARGETS

TABLE 27: ACHIEVEMENT OF ANNUAL PERFORMANCE REPORT TARGETS

Municipality	2013-14		2014-15	
	Targets Achieved	Targets not Achieved	Targets Achieved	Targets not Achieved
Ugu District Municipality	75%	25%	74%	26%
Vulamehlo	77%	23%	58%	42%
uMdoni	50%	50%	61%	39%
uMzumbhe	76%	24%	76%	24%
Umuziwabantu	57%	43%	66%	34%
eZinqoleni	75%	25%	80%	20%
Hibiscus Coast	72%	28%	83%	17%
uMgungundlovu District Municipality	43%	57%	48%	52%
uMshwathi	63%	37%	73%	27%
uMngeni	56%	44%	84%	16%
Mpofana	56%	44%	90%	10%
Impendle	43%	57%	48%	52%
Msunduzi	78%	22%	60%	40%
Mkhambathini	-	-	-	-
Richmond	82%	18%	79%	21%
uThukela District Municipality	70%	30%	79%	13%
Emnambithi	Comparison not done	Comparison not done	76%	24%
Indaka	61%	39%	59%	41%
uMtshezi	Comparison not done	Comparison not done	80%	20%
Okhahlamba	75%	25%	64%	36%
Imbabazane	69%	31%	67%	33%
uMzinyathi District Municipality	81%	19%	88%	12%
eNdumeni	85%	15%	58%	42%
Nquthu	73%	27%	71%	29%
Msinga	81%	19%	88%	12%
uMvoti	67%	33%	71%	29%
Amajuba District Municipality	Comparison not done	Comparison not done	65%	35%
Newcastle	76%	24%	66%	34%
eMandlangeni	-	-	-	-
Dannhauser	Comparison not done	Comparison not done	81%	19%
Zululand District Municipality	Comparison not done	Comparison not done	79%	21%
eDumbe	78%	22%	72%	28%
uPhongolo	40%	60%	51%	49%
Abaqulusi	75%	25%	53%	47%
Nongoma	-	-	-	-
uLundi	80%	20%	62%	38%
uMkhanyakude District Municipality	31%	69%	20%	80%
uMhlabayalingana	77%	23%	87%	13%
Jozini	52%	48%	55%	45%
Big five false bay	66%	34%	58%	42%
Hlabisa	20%	80%	8%	92%
Mtubatuba	20%	80%	62%	38%
uThungulu District Municipality	82%	18%	92%	8%

Municipality	2013-14		2014-15	
	Targets Achieved	Targets not Achieved	Targets Achieved	Targets not Achieved
UMfolozi	Comparison not done	Comparison not done	73%	27%
uMhlathuze	64%	36%	62%	38%
Ntambanana	93%	7%	89%	11%
uMlalazi	70%	30%	73%	24
Mthonjaneni	*	*	*	*
Nkandla	70%	30%	76%	24%
Ilembe	58%	42%	77%	23%
Mandeni	Comparison not done	Comparison not done	73%	27%
KwaDukuza	54%	46%	57%	43%
Ndwedwe	74%	26%	61%	39%
Maphumulo	65%	35%	59%	49%
Harry Gwala District Municipality	Comparison not done	Comparison not done	75%	25%
Ingwe	68%	32%	72%	28%
KwaSani	Comparison not done	Comparison not done	96%	4%
Greater kokstad	-	-	-	-
Ubuhlebezwe	Comparison not done	Comparison not done	90%	10%
uMzimkhulu	Comparison not done	Comparison not done	93%	7%
EThekweni Metropolitan	66%	34%	66%	34%

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