

UMKHANYAKUDE MUNICIPALITY BACK TO BASICS SUPPORT PLAN

Please complete the applicable columns, per original Challenge as identified in the Back to Basics Support Plan, as adopted by Council and return to COGTA MPMRE as soon as possible, before the due date.

Purpose of report back:

1. To confirm that the support provided by COGTA and sector institutions are accurately reflected and confirmed in the report,
2. To Note and confirm the comments provided by the MPMRE unit,
3. Confirm that the municipality has achieved its quarterly objectives/target, and
4. To ensure that the status of the progress in achieving the target set, in relation to the challenge, is correct.

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
1.	Implementation of recovery plan	1.No. of activities to be achieved per quarter (Will be based on assessment of recovery plan)	1.01/07/2016 2.01/10/2016 3.01/01/2016 4.01/04/2016	1. 20/09/2016 2. 31/12/2016 3. 31/03/2016 4. 30/06/2016	Municipality to report against this target	The Recovery Plan is implemented on continuous basis		
2.	Portfolio committees not meeting	1. Consequences – Speaker must apply the Code of Conduct 2. Municipality to report quarterly on meetings held (Standardised monthly reporting format to be designed by DCOGTA iro each portfolio committee)	1. 1/1/2016 2. 1/1/2016	1. Quarterly 2. Quarterly	Municipality to report against this target	Corporate sat on 14Nov. 2016. Community&PED sat on 10Nov.2016 Infrastructure= 27Oct.& Nov.2016 Budget & Treasury =27Oct.& 13Dec.2016		
3.	District technical IGR fora not functioning optimally as serious service delivery challenges are not	1. IGR Standing item on Council Agenda .Every Mayor must report to Council on IGR. 2. Strategic Agenda setting with input from all	1. Post -election 2. Post -election 3. 1/07/2016 4. 01/02/2016	1. 31/03/2017 2. Quarterly 3. 31/08/2016 4. Quarterly	Municipality to report against this target	The technical IGR fora never sat during the 2ndQuarter.		

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
	addressed. Meetings attended by junior officials. Poor participation of Sector Departments in IGR. (Ten point plan: District and local IGR coordination model)	municipalities eg. Inter-municipal co-operation (shared services). 3. Participation in IGR structures to be included in the Performance Agreements and Departmental Scorecards for all S54/S56 Managers. (MPMRE) 4. Challenges experienced in respect of IGR Functionality to be reported quarterly				The Mayors' Forum sat on 25 October 2016		
4.	Vacant MM and Section 56 posts	1. 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. 2. Municipalities to inform COGTA of recruitment plans forthwith. 3. Quarterly monitoring of filling of MM and Section 56 Manager posts and taking of appropriate action in the event	1. 3 months before expiry of contract and at least 7 days of resignation 2. Within 7 days 3. 01/04/2016	1. 2016/06/30 2. Quarterly 3. Quarterly	Municipality to report against this target	HOD Corporate Services resigned on 25/10/2016 and the post was advertised on 19 Nov. 2016. Awaiting the selection panel to conduct interviews. MM and Section 56 posts are still vacant. They were advertised and		

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
		of failure to fill vacancies				still awaiting shortlisting and interview processes to unfold.		
5.	To improve Record Keeping and other HR related matters to support improved audit outcomes (Recovery plan 5.9 – 5.12))	<p>1.Provincial Archives – led assessment of the state of the document management in the Municipality</p> <p>2. Review UKDM policy, procedure manual, file plan and case files references to ensure currency and relevance of documents</p> <p>3. Implementation plan of the Registry document management system</p>	<p>1.January 2016</p> <p>2.Policy and procedure manual – Feb 2016 File plan and case files system in alphabetical order Feb 2016</p> <p>3. Action plan- April 2016</p>	<p>1. February 2016</p> <p>2.April 2016</p> <p>3.Ongoing</p>	<p>Assessment report by Provincial Archives</p> <p>Municipality to report against this target</p>	<p>Provincial Archives conducted assessment in October 2016</p> <p>These were approved by Council and the submitted to Provincial Archives for approval</p> <p>Due to decentralisation of registry, implementation becomes a challenge. Still waiting for Provincial</p>		

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
						Archives to assist the Management		
6.	<p>Jozini – water service delivery challenges.</p> <ul style="list-style-type: none"> Plant being built by Umhlathuze- to be completed in January 2016. Jozini Regional CWSS 				Municipality to complete quarterly activities and start and end dates and provide progress against the quarterly activity and time frames.	<p>Regional Water treatment Plant being built by uMhlathuze will be completed by 31 March 2017. Its 98% stage of completion.</p> <p>55% stage of completion of the Jozini Regional Community Water Scheme.</p>		

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
	Illegal connections to pipelines – Shemula Scheme.					A service provider is on site (Joat) identifying and assessing the illegal connections to the Shemula pipelines.		
7.	Greater Mtubatuba – water service delivery challenges. <ul style="list-style-type: none"> Source has dried up at Umfolozi river. St Lucia – Ward 				Municipality to complete quarterly activities and start and end dates and	Mtubatuba Emergency Water –Wellpoint Installations has 13 wellpoints installed and had to be re-arranged		

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
	3, Ward 1, Kwa Msane- Ward 5 and Ward 14. Mpukunyoni water works needs upgrade.				provide progress against the quarterly activity and time frames.	for more effectiveness .Heavy rains caused delays. The progress is 80%. Mpukunyoni water works upgrade is in the planning phase.		
8.	Sewer spillages (Recovery plan 1.6)	1.Preparation of short-medium term intervention plan to assess and repair sewer systems 2.Establish Sewer Management Teams for regular opening and unblocking of sewer pipes: buy necessary tools and equipment for the operations	1.November 2015 2.December 2015	1.Ongoing 2. March 2016	Municipality to report against this target	Contractors on site to address sewer spillages at Jozini areas. Ward 7 (uMlingo) and Ward 20(Jozini Town)		

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
9.	Infrastructure Plans not in place	1. Verification of status of plans. 1 - WSDP (WSAs), 2 - ESP (Licensees), 3 – IWMP, 4 - Housing development plan, and Roads master plan 2. Facilitate sector support for review or development 3. 3-year Capital Development Plan for MIG	1. 1/1/2016 2. 1/1/2016 3. 1/1/2016	1. 3/31/2017 2. 3/31/2016 3. Revised date 31 March 2016	Municipality to report against this target	WSDP is in place but requires adoption by Council. 3 Year Capital Development Plan for MIG is in place		
10.	Maintenance programme with appropriate funding (Recovery plan 1.1 & 1.2)	1.Preparation and implementation of O&M plan for Water for 2015/16 2. Preparation and implementation plan for sanitation : 2015/16	1. November 2015 2. November 2015	1. April 2016 2. April 2016	Municipality to report against this target	The Operations and Maintenance plan is currently done by a Service Provider -Sivest. WSDP is currently finalised but needs to be adopted by Council.		

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
11.	Reliability and Efficiency of services	1. Registration of rehabilitation projects	1. 1/1/2016	1. 11/30/2016	Municipality to report against this target	<p>The following schemes were registered and Contractors are on site.</p> <p>The Rehabilitation of existing Jozini Water Scheme.</p> <p>The Rehabilitation of existing Shemula Water Scheme.</p> <p>Rehabilitation of uBombo Water Scheme.</p>		
12.	Insufficient Technical Capacity	1. Skills Audit 2. Facilitate utilisation of external sources (Agencies) to provide appropriate technical resources	1. 1/1/2016 2. 1/1/2016 3. 1/1/2016	1. 6/30/2016 2. Timeframes dependant on Skills Audit	Municipality to report against this target	<p>Technical Department have critical vacant posts.</p> <p>Technical Director-Acting</p>		

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
						WSA Manager-Vacant. O&M Manager-Vacant PMU Manager – Acting Senior Engineer (North)-Vacant.		
13.	Council meetings not held on a quarterly basis	1. 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 2. Consequences – Speaker must apply the Code of Conduct 3. In instances where Speaker fails to apply Code of Conduct,	1. Post LG elections 2. 1/1/2016 3. 1/1/2016 4. Quarterly	1. Quarterly 2. Quarterly 3. Quarterly 4. Quarterly	Municipality to report against this target	Council meetings were held on : 20October 2016 and on 19December 2016		

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
		MEC must investigate and apply the Code of Conduct 4. Quarterly monitoring of municipality's Council meetings and Committees of Council (POE – attendance register, front page of Agenda and Minutes). Consequences of non-compliance – assessment rating affected negatively.						
14.	EXCO meetings not convened as per approved municipal calendar	1. Monitoring of EXCO sittings of all municipalities in line with approved annual municipal calendar of meetings	1. 2016/04/01	1. Quarterly	Municipality to report against this target	ExCo meetings were held on: 19 October 2016 and on 24 November 2016		
15.	MPAC meetings not held on a quarterly basis	1. Intensive training /capacitation of councillors. 2. Quarterly monitoring of municipality's MPAC meetings (POE – attendance register, front page of Agenda and Minutes). - Consequences of non-compliance – assessment rating affected negatively.	1. Post election 2. 1/1/2016	1. Quarterly 2. Quarterly	Municipality to report against this target	MPAC members were only elected on 14 December 2016. No committee meeting has been convened as yet.		

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
16.	To improve Municipal Audit Outcomes (Recovery plan 3.3)	1. Develop a robust audit action plan to address all findings 2. Municipalities to implement post audit action plans	1.December 2015 2. 2016/01/01	1.January 2016 2.Quarterly	Municipality to report against this target	The Municipality has developed the Audit Action Plan.Council to adopt it on 24January 2017.It will be implemented upon adoption by Council		

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
17.	Standard Operating Procedures developed to assist municipalities in improving internal controls (Recovery plan 2.11)	1. Review, prepare and implement Control Frameworks, incorporating key critical controls including IT dependant controls for the said core financial and operational processes 2. Development and implementation of processes and control manuals (PCMs) detailing key activities and procedures for each of the said core Financial processes 3. Roll-out training on the Financial Control Frameworks and Process Control Manuals	1. January 2016 2. ?????????? 3. ??????????	1. June 2016 2. ?????????? 3. ??????????	Municipality to complete quarterly activities and start and end dates and provide progress against the quarterly activity and time frames.			
18.	Procurement Planning to improve SCM and spending on Capital Budgets (Recovery plan 2.39 & 2.40)	1. Develop and implement procurement plan 2. Due diligence to determine credibility/authenticity of	1. November 2015 2. Due diligence report Jan 2016	1. December 2015 2. March 2016	Municipality to report against this target	Completed.		

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
		creditors invoice (cost benefit analysis)						
19.	To implement a system of Asset Management. 1 - Asset Register, 2 - Conditional Assessment, 3 - Revaluation of assets, 4 - Accounting Treatment of Assets)	1. Municipalities to Conduct Asset verification and compile asset register. 2. Revision of asset management policies.	1. 2016/01/01 2. 2016/01/01	1. 2016/06/30 2. 2016/05/30	Municipality to report against this target	Done by Market Demand (Service provider).		
20.	To improve Revenue Management by improving. (1 - Debt Management, 2 - Accuracy of billing, 3 - Addressing tariff setting challenges, 4 - Indigent Management) (Recovery plan 2.31, 2.32, 2.33 & 2.34)	1. Installation of meters at affluent areas 2. Monthly bills sent to all consumers within the 5 th working day of the following month 3. Develop/review revenue enhancement strategy to ensure financial viability and collection of money due to the municipality 4. Engagement with Public Works on	1. Feb 2016 2. Feb 2016 3. Feb 2016 4. Jan 2016	1. Ongoing 2. Ongoing 3. ??????????? 4. Feb 2016	=Municipality to report against this target	1. Appointed service provider is on site installing meters 2. Are not yet sent within 5 working days of the following month		

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
		payment of government debt 5. Credible debtors information 6. Risk profiling report of normal consumer debtors 7. Indigent register (individual dwellings and community stand taps)	5.Jan 2016 6.March 2016 7.March 2016	5.March 2016 6.March 2016 7.March 2016		3. The draft has been prepared and we busy with it 4. Yes and meetings have been scheduled 5. COGTA is in the process of appointing the service provider for data cleansing 6. One report was prepared by one		

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
						service provider 7. Team to attend to it has been established and workshop have been conducted by COGTA		
21.	To review financial management policies and relevant financial by-laws	1. To review all financial related policies and ensure alignment to accounting policies.	1. 2016/01/01	1. 31/03/2016	Municipality to report against this target	In process of review and adopted.		

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
22.	To improve municipal Legal Compliance and Contract Management towards reducing audit queries and improving audit outcomes (Recovery plan 2.41)	1.Develop a performance management tool for contracts	1.January 2016	1.February 2016	Municipality to report against this target			
23.	To improve financial Compliance in relation to (1 - New Standards, 2 – MSCOA)	1. MMs to establish MSCOA steering committees and submit details together with implementation plan and MSCOA risk register to PT financial reporting and COGTA MF 2. CFO's to compare current charts of account to MSCOA	1. 2016/01/01 2. 2016/01/01	1. 2016/03/31 2. 2016/01/31	Municipality to report against this target	Ongoing.		
24.	Expenditure Management in relation to (1 – CAPEX, 2 - Contract Management, 3 – UIFW, 4 - DORA (grant mngt)) (Recovery plan – 2.1 - 2.4)	1.Review and revise 2015/2016 budget to reduce expenditure to the bare minimum, eliminating all non-core, where possible 2. Prepare Cash flow and payment plan for 2015/2016 to guide negotiations with creditors of the previous year	1. Sept 2015 2.Nov 2015	1. Nov 2015 2.Dec 2015	Municipality to report against this target	1.The budget was reviewed hence the cost curtailment measures 2.This has been done 3.Completed. 4.Ongoing.		

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
	(Recovery plan- 2.42)	3.Monthly reviews of the cash flow and payment plan to identify/analyse reasons for variances as per Section 71 report 4.Negotiate a payment plan with creditors of 2014/2015 in order to avoid litigation. 5.Grants management register to be reviewed and updated on an ongoing basis	3.Nov 2015 4.Dec 2015 5.October 2015	3.Ongoing 4.Jan2016 5.Ongoing		5.Ongoing.		
25.	Support application and interpretation of technical standards and Tax compliance (VAT). COGTA to assist in audit management	1.Municipality to report on whether Municipal audit steering meetings were held (COGTA and PT to attend municipal audit steering meetings during 2015/2016 municipal audit)	1. 2016/09/01	1. 30 October 2016	Municipality to report against this target			
26.	Implementation of Forensic report (1 - Status of forensics in all municipalities, 2 - Corrective steps including civil disciplinary and criminal action, 3 - Role of MEC	1.Prepare/compile Fraud Prevention plan for approval by Council 2.Request to the Provincial Treasury for either Interim report on progress or	1.February 2016 2.November 2015	1. April 2016 2.November 2015	Municipality to report against this target	2.Provincial Treasury confirmed that the report can not be		

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
	and other agencies in enforcing consequence management) (Recovery plan 3.2 & 3.10 & 3.11)	Outcomes of investigation (Letter to PT) 3. Litigations progress report	3. Quarterly report	3. Quarterly report		released at this stage.		
27.	Outdated HR Policies and procedures	1. Conduct audit of HR policies & procedures. 2. Undertake reviews where appropriate and adopt.	1. 01/04/2016 2. 01/04/2016	1. 30/06/2016 2. 30/06/2016	Municipality to report against this target	HR policies were reviewed but they have not been presented to the Council structures		
28.	Basic service delivery and infrastructure - Usefulness of reported performance information -Measurability of indicators and targets -Performance targets not specific, measurable and indicators not well defined and verifiable (Recovery plan 5.4 – 5.8)	1. Review OPMS Framework, if any and OPMS Scorecard to make it SMART, create a reporting template and workshop EXCO councillors and Management on PMS	1. Reviewed OPMS Framework – Jan 2016	1. March 2016	Municipality to report against this target			

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
29.	The audit committee did not meet at least four times a year, as required by section 166(4) (b) of the MFMA				Municipality to complete quarterly activities and start and end dates and provide progress against the quarterly activity and time frames.	The Audit Committee has not conducted any meeting		
30.	The audit committee did not review the municipality's performance management system and make recommendations to the council, as required by				Municipality to complete quarterly activities and start and end dates and provide	The Audit Committee has not conducted any meeting		

NO.	Challenges/ Strategic Issues	Quarterly Activities	Start Date	End Date	STATUS: SUPPORT PROVIDED BY COGTA/SECTOR & MUNICIPAL ACTIONS	QUARTERLY TARGET PROGRESS STATUS (To be completed by Municipality)	CHALLENGE STATUS (To be completed by COGTA)	MPMRE ASSESSMENT (To be completed by COGTA)
	MPPM regulation 14(4) (a) (ii)				progress against the quarterly activity and time frames.			
						Achieved:	Final Score (%): Quarterly Activity Targets Achieved/Quarterly Activity Targets Due x 100	
						In Progress :		
						No progress:		

The Back to Basics Support Plan is noted and accepted with amendment/without amendment.

MUNICIPAL MANAGER

DATE