

# ORGANISATIONAL ASSESSMENT OF JOZINI MUNICIPALITY

September 2006



### 1. Background and scope of report

#### Background

Jozini Municipality is located in KwaZulu-Natal in the Umkhanyakude District Municipality [DC27]. The Jozini municipality is one of five local municipalities that constitute the Umkhanyakude District Municipality. The Local municipality of KZ272 consists of 17 wards. Jozini has a population of about 184 000 people. The 2 socio-economic anchors in the area are tourism and agriculture. The Jozini dam in the area has the potential to serve both these activities and enhance optimal value.

#### Scope of organisational assessment

The scope of the review was determined in consultation with the Municipal Manager and outlined in our proposal. This entailed conducting an organisational assessment of the municipality. Our team conducted interviews with Councillors and officials of the municipality and reviewed available supporting documentation and financial information. This process revealed a number of issues that are presented in this report as well as our suggested recommendations.

### 2. Our methodology and approach

#### Our Approach

Our approach in undertaking this assignment is set out below:

#### Project Mobilisation

Once we had finalised the scope of work, we provided, in advance of commencing our work, an information request list for the agreed scope areas that was used to gather information to support the organisational assessment.

#### Data Gathering

We then provided the municipality with a list of information required. By gathering information in advance of the commencement of the diagnostic, we believe that the time to complete the diagnostic was reduced, while simultaneously increasing its effectiveness.

#### Conduct Interviews

We set up interviews with Departmental heads and jointly agreed on a schedule of interviews for our on-site diagnostic assessment together with the names of the interviewers and interviewees.

Our staff performed the diagnostic assessment during interview sessions with the identified individuals in your municipality.

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Our staff used a specially designed questionnaire to perform the diagnostic assessment in the agreed scope areas. The questionnaire comprised a set of structured questions supported by narrative to provide guidance and assists in the collection of the relevant information and performance measures. Each of the segments in the questionnaire has its own set of questions and deliverables, which was used to build-up an overall view of the organisational effectiveness.

### Reporting

We have completed our on-site diagnostic assessment and provide our final report to you.

Prior to finalising the report, we discussed it with you to ensure the appropriateness of the content, including our proposed recommendations.

We then presented our final report to you and your management committee, as requested by you.

### Schedule of interviews

Designation	Name	Completed
Mayor	TP Mthethwa	√
Municipal Manager	N N Nkosi	√
Chief Financial Officer	TV Mdluli	√
Accountant income & expenditure	MA Phakathi	√
IT Officer	LR Ndlazi	√
Senior Admin Clerk Procurement	BP Ntshangase	√
Stores Controller	GM Mafuleka	√
Financial intern	LI Shabalala	√
Manager Corporate & Community	JA Mngomezulu	√
IDP Officer	BN Buthelezi	√
HR Officer	NE Dlamini	√
HIV Aids Coordinator	BO Mathenjwa	√
Community Services Officer	KP Ntshangase	√
Manager Planning & Development	JE Marais	√
Admin Clerk	MC Mthembu	√

### 3. Institutional Framework

#### Municipality

The Municipality comprises 17 wards. These wards are represented by 33 councillors

- The Executive Committee comprises 2 members from the African National Congress (ANC) Party and 4 members from the Inkatha Freedom Party (IFP).
- There are 6 sub committees as listed below:
- The sub committees are as follows:
  - **Human Resources, Finance, LED and HIV Aids:**
    - Chairperson: Clr TP Mthethwa
    - Members: Clr EN Mthethwa  
Clr RV Myeni  
Clr TD Khuzwayo  
Clr M Zulu  
Clr NT Mthembu
  - **Community Services:**
    - Chairperson: Clr DP Mabika
    - Members: Clr RM Mpanza  
Clr VS Gumede  
Clr EN Mthethwa  
Clr NL Mathenjwa
  - **Infrastructure Water and Sanitation and Environmental Affairs:**
    - Chairperson: Clr PJ Mabuyakhulu
    - Members: Clr BP Nhlenyama  
Clr BB Fakude  
Clr LE Gumbi  
Clr TD Khuzwayo  
Clr RS Gumbi  
Clr B Mthethwa
  - **Housing, Tourism, Planning, Culture and Agriculture:**
    - Chairperson: Clr J Siyaya
    - Members: Clr BC Nsukwini  
Clr NG Mngomezulu  
Clr WZ Mathenjwa  
Clr RM Mathenjwa  
Clr EM Thabede  
Clr NZ Mpontshane

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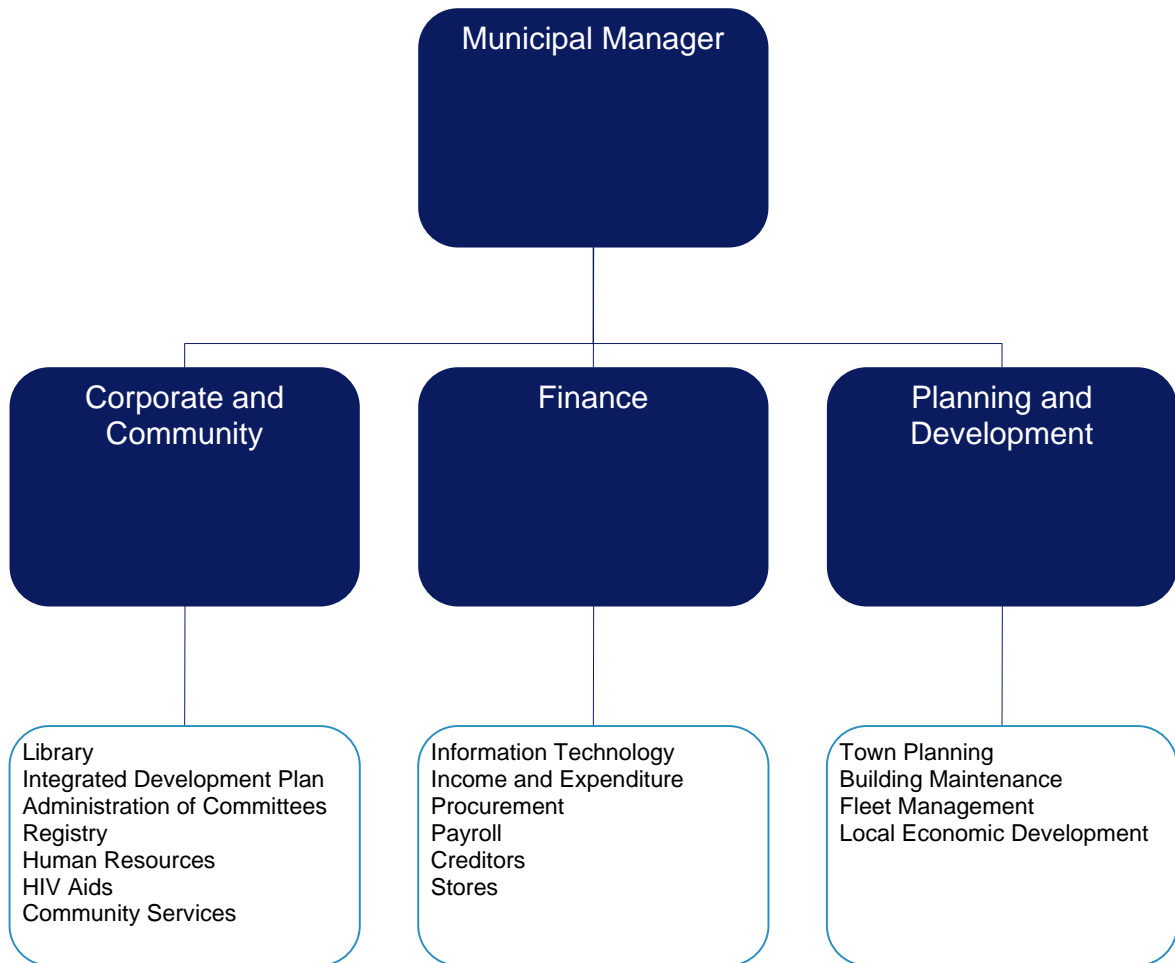
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- **Health and Waste Management:**
  - Chairperson: Clr LV Khumalo
  - Members: Clr JO Gumbi  
Clr VS Gumede  
Clr WZ Mathenjwa  
Clr SV Ndlovu  
Clr MGS Ngcamu
  
- **Roads and Transport:**
  - Chairperson: Clr PR Mngomezulu
  - Members: Clr HT Zikhali  
Clr BB Fakude  
Clr TZ Nyawo  
Clr BP Gumede  
Clr NG Fakude  
Clr NT Mthembu

#### 4. Departmental Reviews

##### Overall structure of the municipality

The present structure is depicted below together with the main functions relating to each department.



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### 4.1. Municipal Manager

#### Findings

Financial and staffing constraints

Municipal Manager	Funding	People
Managing the municipality, staff and resources	√	√
Responsibility as Chief Accounting Officer	√	√
Leading staff to meet objectives of Council	√	√
Ensure service delivery and alleviation of poverty	√	√

**Table 1**

Table 1 provides a snapshot of funding and people constraints within the Municipal Managers Department.

#### Core functions of the Municipal Managers office

- Manage the municipality administration in accordance with the Systems Act and other legislation
- Implement the Municipality's IDP
- Control and manage staff
- Oversee strategic planning
- Manage the use of Council resources
- Take responsibility for the municipal finances as Chief Accounting Officer
- Councillor support required by Municipal Manger in implementing decisions e.g. debt collection

#### Recommendation

- Councillor assistance is required by Municipal Manager in implementing decisions e.g. debt collection

**4.2. Treasury Department**

**Findings**

Financial and staffing constraints

<b>Finance</b>	<b>Funding</b>	<b>People</b>
Budgets & Financials	√	√
Financial administration	√	x
Payroll	√	√
Debtors	√	√
Creditors	√	x
Procurement	√	x
Stores	√	√

**Table 2**

Table 2 provides a snapshot of funding and people constraints within the Treasury Department.

**Staffing**

- The Treasury Department is understaffed with vacancies in key positions e.g.
  - Creditors Clerk
  - Assistant Accountant
  - Financial Intern
  - Procurement
- Staff retention is a problem as there is a high turnover of skilled staff.

**Budgets**

- The IDP is not linked to the budget.
- The budget is not linked to a service delivery plan with KPI's for each department and vote.
- The income base is insufficient to cover the cost of services
- The cost of service exceeds the basic charge rate.
- The municipality has a 60% dependency on grants.

**Financials**

- The municipality needs to prepare for the implementation of GAMAP.
- The bank reconciliation is completed monthly.
- The investment register is not updated monthly.



### IT Systems

- The current financial system does not meet the complete financial requirements of the municipality.
- The VIP payroll system and billing and receipting system is not integrated with the ledger on the Abacus system. Manual journal entries are done.
- The current financial system is inadequate in preparing financial statements.
- Not all modules are operational on Abacus.
- The response time for obtaining support from Abacus is very long.
- Staff require training on Microsoft Office packages e.g. Excel.

### Operational

- Jozini Municipality is paying a contractor for sewerage clearance as the District has not assumed responsibility of the existing contract. The contract ends in June 2007.
- A reconciliation of the petro card vouchers is currently not being done.
- The bank account was overdrawn at end of 2005/06 financial year.
- Credit control and tariff policies have not been work shopped and approved yet.
- The municipality does not currently take action against consumers for non-payment.
- The Municipality's outstanding debtors balance is high.
- The supply chain policy has been approved and needs to be implemented.
- Preferred supplier database has not been implemented.
- A process for implementation of the Rates Act needs to be finalised.
- The spending of grant funding is not being monitored resulting in unspent funds accumulating at year end.

### Billing

- Bills printed by SITA.
- Ubombo residents show an unwillingness to pay and are disputing the accuracy of their accounts. They are also dissatisfied with the level of service and the fact that Jozini residents do not pay for services.

### Recommendation

- The financial plan needs to be completed projecting future potential sources of income. The financial plan needs to inform the budgeting process.
- The formulation of a SDBIP is recommended.
- Succession planning is required for critical positions.
- Preparation for the implementation of GAMAP is required.
- A fully integrated financial system is required.
- Reconciliation of petro card vouchers need to be done.
- Finalise credit control and tariff policies and implement.
- Concerted effort is required to reduce debtors.
- Monthly updating of the investment register is required.
- Resolve matter with District regarding sewerage clearance contract.
- Ensure proper cash flow management to prevent overdrawn on bank account.
- Finalise the implementation of supply chain policy.
- Finalise the Implementation of the preferred supplier database.
- Implement a process to resolve disputes of accounts with Ubombo residents.

**4.3. Corporate and Community**

**Findings**

**Financial and staffing capacity**

<b>Corporate &amp; Community</b>	<b>Funding</b>	<b>People</b>
Library	√	x
Aids	x	√
Human Resources	√	√
Registry	√	√
Committees	√	x
Reception	√	√
Community Services	x	x
Traffic	x	x

**Table 3**

**Human Resources**

- A Performance Management System is in place only for Sect. 57 employees.
- There is a shortage of staff for undertaking municipal functions e.g. roads, fleet management, building assessments, finance.
- The leave records are incomplete and there is no system to capture and monitor leave.
- The IDP officer in the current organogram reports to the Manager Corporate and Community.
- Staff training is required in labour relations and management.
- Bid Committee and staff require training on supply chain procedures.
- An analysis of the organisational structure and posts is required.

**Traffic Department**

- The municipality is in the process of setting up a traffic department.
- A Traffic Officer has to be employed and office accommodation is needed for this new function.
- A vehicle and office equipment needs to be purchased.
- A suitable site for a vehicle testing ground needs to be identified.

**Recommendations**

- Review the current performance management system (PMS) and implement through out the organisation.
- Council is required in terms of the Systems Act to evaluate staff according to the PMS to determine bonuses.
- In the organogram the IDP Manager should ideally report to The Manager Planning and Development.
- Assess the current staff shortage with a view of filling key positions.
- Implement a system for capturing and maintaining leave balances.
- Undertake a detailed assessment of the organisational structure.
- Provide training to staff on labour relations and supply chain procedures.

**4.4. Planning and Development**

**Financial and staffing capacity**

<b>Planning and Development</b>	<b>Funding</b>	<b>People</b>
<b>Town Planning</b>		
Establishment	x	x
Rezoning	x	x
Consolidation	x	x
LUMS	√	x
IDP	√	√
LED	x	x
<b>Technical</b>		
Roads maintenance	x	x
Storm water	x	x
Refuse removal	x	x
Road verges	x	x
Projects implementation	x	x
Building maintenance	x	x
Fleet management	x	x
Recycling	x	x

**Table 4**

**Town Planning**

- LUMS need to be developed and funding is available.
- A process for the formalisation of Jozini, Ingwavuma, Bambanana, Ubombo and Mkuze is required.
- Housing sector plan needs to be developed and funding has not been received.
- Need to establish Jozini Township for the purpose of levying rates. Province has provided funding for legal advice.
- Valuation roll needs to be finalised funding available from Province.
- The Department of Agriculture wants to handover the 6 villages to Jozini Municipality. The villages are currently not receiving services.

**Integrated Development Planning**

- Alignment of IDP, budget and PMS is required.
- Current sector plans are not comprehensive enough to support the IDP objectives and require attention and refinement.
- Consultation list in process plan needs to reflect all meetings that took place.
- Involvement of District Municipality is required as part of the stakeholder participation process and the alignment of sector plans.
- Councillor involvement is required in the IDP Process.
- Reporting on implementation of IDP required using a performance management system.
- The issue of tribal land needs to be dealt with.

### **LED**

- LED advisor has been seconded to Jozini Municipality for an initial period of 6 months.
  - He will be tasked with developing a LED strategy.
  - He will assist in redefining what is real sustainable projects and educate councillors and management.
- The municipality has to finalise the outstanding LED projects carried over from the previous year.
- New LED projects will have to be identified and prioritised.
- The possibility of PPP's will have to be considered and funding sources
- Projects will have to then be implemented.

### **Service Delivery**

- Water is a District Function but Jozini Municipality is currently providing water to the community.

### **Fleet Management**

- No scheduled maintenance plan for vehicles and equipment.
- No capacity to have trip authority checked daily and it is only removed from car when it is full.

### **Recommendations**

- Develop LUMS.
- Implement a process for formalisation of towns (Ingwavuma, Bambanana, Ubombo and Mkhuze).
- Develop housing sector plan.
- Establish Jozini Township.
- Finalise the valuation roll.
- Refine current sector plans.
- Involve District Municipality in participation process and alignment of sector plans.
- Involve councillors in the IDP review process.
- Undertake scheduled maintenance of vehicle.
- Inspect vehicle trip authority forms daily.

## **5. Financial Analysis**

### **5.1. MTEF**

	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>
<b>Income</b>			
Grants & subsidies	34,045,230	48,742,500	44,676,813
Assessment rates	893,911	947,546	994,923
Interest	824,771	874,257	917,970
Municipal services	570,069	604,273	634,487
Other	155,760	165,106	173,361
<b>Total Income</b>	<b>36,489,741</b>	<b>51,333,682</b>	<b>47,397,554</b>
<b>Expenditure</b>			
Salaries, wages & allowances	12,316,974	13,055,990	13,708,790
General expenses	11,902,472	8,927,783	8,987,915
Repairs and maintenance	1,084,250	1,331,005	1,397,556
Contributions to capital outlay	10,822,340	27,633,373	22,931,820
Contributions	363,705	385,531	371,473
<b>Total expenditure</b>	<b>36,489,741</b>	<b>51,333,682</b>	<b>47,397,554</b>

**Table 5**

#### **Salaries and Allowances**

- Salaries & allowances of R12.3m, R13m and R13.7m equates to 34%, 25% and 29% of operating expenditure for the MTEF period 2005/06 to 2007/08. Although the ratio of salaries and wages to total expenditure may appear to be within reasonable norms this may be as a result of the in and out effect of grant funding in income and expenditure that clouds the actual effectiveness of operations. If contributions to capital outlay is omitted the actual ratio of salaries to total expenditure moves closer to 50% over the MTEF period.

#### **General Expenses**

- The major items of general expenses include consultant's fees, contract services, disaster management and free basic services respectively. The general day to day operating costs are kept relatively low and are being managed well.

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### 5.2. Equitable Share

3. Equitable share is an unconditional inter-governmental transfer intended to cover the operational costs of basic services provision. The portion of equitable share for each municipality is set out in the annually enacted Division of Revenue Act (DORA). The expected equitable share allocation over the next 3 years for the Municipality is expected to be as follows:
- 3.1. 2005/2006 – R 21,352,765;
  - 3.2. 2006/2007 – R 26,310,000;
  - 3.3. 2007/2008 – R 20,820,000.

### 5.3. MIG Applications

4. The Municipal Infrastructure Grant (MIG) has been created to consolidate all governmental grants for municipal capital expenditure into one source of funding. It is a conditional grant based on a formula intended to support extensions of infrastructure to enhance service provision to the indigent. The expected MIG allocation over the next 3 years for the Municipality is expected to increase as follows:
- 4.1. 2005/2006 – R4, 86m;
  - 4.2. 2006/2007 – R19, 89m;
  - 4.3. 2007/2008 – R21, 23m.

### 5.4. Revenue

	2002/03	%age	2003/04	%age	2004/05	%age
<b>Rates &amp; General Services</b>	<b>15, 237 553</b>	<b>80%</b>	<b>15,436,144</b>	<b>100%</b>	<b>22,104,923</b>	<b>100%</b>
Assessment Rates	0	0	822,440	5%	1,207,746	5%
Finance	2,436,354	13%	678,451	4%	957,013	4%
Grants & Subsidies	11,390,095	60%	13,596,468	88%	19,867,564	90%
Refuse Removal	350,466	2%	338,785	2%	72,600	0.3%
Sewerage	1,060,638	6%	0	0	0	0
<b>Trading Services</b>	<b>3,849,091</b>	<b>20%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Water	3,091,047	16%	0	0	0	0
Electricity	758,044	4%	0	0	0	0
<b>Total Income</b>	<b>19,086,644</b>	<b>100%</b>	<b>15,436,144</b>	<b>100%</b>	<b>22,104,923</b>	<b>100%</b>

**Table 6**

5. The contribution of the various sources of revenue to total revenue is reflected in the table above. Grants and subsidies has been the major source of revenue increasing from 60% in 2002/03 to 90% in 2004/05. It is cause for concern as the municipality is becoming increasingly dependant on grant funding.

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### 5.5. Budgeted Operating Expenditure

	2002/03		2003/04		2004/05	
<b>Salaries Wages &amp; Allowances</b>	7,277,430	<b>30%</b>	9,759,036	<b>35%</b>	12,002,858	<b>50%</b>
<b>General Expenses</b>	9,961,990	<b>41%</b>	6,052,093	<b>22%</b>	5,812,721	<b>24%</b>
<b>Repairs and Maintenance</b>	2,655,000	<b>11%</b>	643,760	<b>2%</b>	1,131,000	<b>5%</b>
<b>Capital Charges</b>	734,190	<b>3%</b>	0	<b>0</b>	0	<b>0%</b>
<b>Contribution to Capital Outlay</b>	3,827,980	<b>16%</b>	10,839,890	<b>39%</b>	3,604,727	<b>15%</b>
<b>Contributions - Other</b>	0	<b>0</b>	384,938	<b>1%</b>	1,389,284	<b>6%</b>
<b>Total</b>	<b>24,456,590</b>		<b>27,679,717</b>		<b>23,940,590</b>	

**Table 7**

The table above provides a summary of the budgeted operating expenditure for 2002/03 to 2004/05 for Jozini Municipality.

#### **Salaries and Allowances**

- Salaries and wages increases from 30% of operating expenditure in 2002/03 to a high of 50% in 2004/05. The increasing salaries and wages is cause for concern and require urgent attention to bring it in line with the industry norm of approximately 30%.

#### **General Expenses**

- Over the period 2002/03 to 2004/05 the municipality has managed to reduce general expenditure from a high of 41% to 24% of total expenditure.

### 5.6. Surplus/Deficit

<b>Item Description</b>	<b>Budget 2002/03</b>	<b>Budget 2003/04</b>	<b>Budget 2004/05</b>
Total Income	19,086,643	15,436,144	22,104,923
Total Expenditure	14,423,709	14,074,209	22,191,053
(Surplus)/Deficit	4,662,934	1,361,935	-86,130

**Table 8**

- The table above shows the net surplus/deficit over the period 2002/03 to 2004/05. Although income has increased significantly over this period so has expenditure resulting in a reducing surplus for the period.

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### 5.7. Liquidity

	30 June 2002	30 June 2003	30 June 2004	30 June 2005
<b>Total Debt/Total Income</b>	<b>20%</b>	<b>14%</b>	<b>0%</b>	<b>0%</b>
<b>Total loan debt</b>	<b>3,089,997</b>	<b>2,710,373</b>	<b>0</b>	<b>0</b>
<b>Total Income</b>	<b>15,230,618</b>	<b>19,086,644</b>	<b>15,436,144</b>	<b>22,104,923</b>

*Table 9*

9. The trend reflects that the total loan debt to annual income has decreased significantly from 20% in 2001/02 to 0% in 2004/05. The municipality is heavily reliant on grant funding and cannot afford to debt finance operational or capital expenditure. The elimination of total loan debt is in keeping with the financial position of the municipality.

### 5.8. Outstanding debt

Year	Balance at year end	Increase/Decrease	Bad debt provision
2002	15,032,758		5,427,444
2003	10,614,352	-29%	5,191,088
2004	2,770,286	-74%	565,359
2005	4,484,674	62%	565,359

10. The outstanding debt poses a problem to the municipality. Due to the low levels of recovery on its services the municipality has been forced to make large provision for bad debt reducing the debt from R15m in 2002 to R4,48m in 2005.

### 5.9. Debtors Days

	30 June 2002	30 June 2003	30 June 2004	30 June 2005
<b>Total debt outstanding</b>	10,614,352	15,032,758	2,770,286	5,050,033
<b>Total actual income</b>	15,230,618	19,086,644	15,436,144	22,104,923
<b>Annual collection rate</b>	254 days	287days	66days	83days

*Table 10*

11. Debtor's days have been reduced from 254 days in 2002 to 83days in 2005. This is as a result of the large bad debt provisions. The municipality will have to embark on stringent application of its credit control policies to improve its collection rate.



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### 6. Strategic Action Plan

Issues – Jozini Municipality	Action required	Funding required	Funding available	By whom	By when
Review the current performance management system (PMS) and implement throughout the organisation	<ul style="list-style-type: none"> <li>• Service provider appointed (M Khumalo &amp; Associates)</li> <li>• Start implementation</li> <li>• Complete Implementation</li> <li>• Ensure PMS rolled out to all employees</li> <li>• Ensure service provider trains staff on system</li> </ul>	No	R200k	Manager Corporate Services	30/06/2007
Assess the current staff shortage with a view of filling key positions.	<ul style="list-style-type: none"> <li>• Conduct skills audit/ analysis</li> <li>• Staff productivity analysis</li> <li>• Determine adequacy of staff levels</li> </ul>	Yes		Manager Corporate Services	30/6/2007
Implement a system for capturing and maintaining leave balances.	<ul style="list-style-type: none"> <li>• Acquire computer system with HR capabilities</li> <li>• Capture and maintain leave balances on new system</li> </ul>	Yes		Manager Corporate Services	30/6/2007
Undertake a detailed assessment of the organisational structure.	<ul style="list-style-type: none"> <li>• Separate HR from Community Services</li> <li>• Separate Technical and Planning</li> <li>• Employ dedicated staff in the new departments</li> </ul>	Yes		Municipal Manager	30/06/2007

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<b>Issues – Jozini Municipality</b>	<b>Action required</b>	<b>Funding required</b>	<b>Funding available</b>	<b>By whom</b>	<b>By when</b>
Provide training to staff on labour relations and supply chain procedures.	Schedule and book key staff on training provided by Provincial and National Govt.	No		<ul style="list-style-type: none"> <li>• Manager Corporate Services</li> <li>• Manager Finance</li> </ul>	30/06/2007
Develop a financial plan	Awarded to PwC	No		Manager Finance	30/09/2006
Formulate SDBIP (Service delivery budget implementation plan).	Outsource to consultants	Yes		Manager Finance	30/10/2006
Develop and implement a succession plan.	Outsource to consultants	Yes		Manager Corporate Services	30/11/2006
Compile a GAMAP implementation process plan.	Outsource to consultants	Yes		Manager Finance	30/06/2007
Spec, source and implement new integrated financial system.	Appoint service provider to do system package selection & implementation	No	R500k	Manager Finance	30/06/2007
Introduce procedure for reconciling petro card monthly	Implement a process to monitor internally	No		Manager Finance	30/09/2006
Develop LUMS.	<ul style="list-style-type: none"> <li>• Service provider appointed</li> <li>• Follow up and monitor service provider</li> </ul>	Yes	R710K	<ul style="list-style-type: none"> <li>• Community Services Manager</li> <li>• Technical Services Manager</li> </ul>	30/06/2007
Implement a process for formalisation of towns (Ingwavuma, Bambanana, Ubombo and Mkhuze).	<ul style="list-style-type: none"> <li>• Set up a meeting between Jozini and Provincial Department</li> <li>• Draft report on status quo</li> <li>• Present report to Council and Province</li> </ul>	Yes	R200K	Municipal Manager	01/02/2007
				Manager Technical	30/10/2006
				Municipal Manager	30/11/2006

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<b>Issues – Jozini Municipality</b>	<b>Action required</b>	<b>Funding required</b>	<b>Funding available</b>	<b>By whom</b>	<b>By when</b>
Develop housing sector plan.	<ul style="list-style-type: none"> <li>• Advertise tender</li> <li>• Appoint service provider</li> <li>• Present plan to Council and Province</li> <li>• Implement plan</li> </ul>	Yes	R100k	Manager Technical	30/09/2006  30/10/2006  30/12/2006  Ongoing
Establish Jozini township.	<ul style="list-style-type: none"> <li>• Get report back from Kobus</li> <li>• Submit written report to Council</li> <li>• Develop a process plan</li> </ul>	Yes	R200k	Manager Technical	30/09/2006  28/10/2006
Finalise developing the valuation roll.	<ul style="list-style-type: none"> <li>• Service provider appointed</li> <li>• Present to Council final</li> </ul>	No		<ul style="list-style-type: none"> <li>• Manager Technical</li> <li>• Manager Finance</li> </ul>	30/06/2007
Review and improve current sector plans.	<ul style="list-style-type: none"> <li>• Develop new IDP</li> <li>• Submit to Council</li> </ul>	Yes		IDP Officer	30/03/2007
Involve District Municipality in participation process and alignment of sector plans.	Coordinate with District Municipality via PIMS Centre.	No		IDP Officer	Ongoing
Involve councillors in the IDP review process.	Invite councillors to IDP meetings	No		IDP Officer	Ongoing
Monthly updating of the investment register is required.	<ul style="list-style-type: none"> <li>• Compile and update register</li> <li>• Ensure ongoing monthly maintenance</li> </ul>	No		Manager Finance	30/06/2007
Resolve matter with District regarding sewerage clearance contract.	<ul style="list-style-type: none"> <li>• Set up meeting with District</li> <li>• First meeting technical</li> <li>• Second meeting with politicians</li> <li>• Draft letter to District</li> </ul>	No		Municipal Manager	Immediately

**ORGANISATIONAL ASSESSMENT OF JOZINI MUNICIPALITY**

<b>Issues – Jozini Municipality</b>	<b>Action required</b>	<b>Funding required</b>	<b>Funding available</b>	<b>By whom</b>	<b>By when</b>
Ensure proper cash flow forecast management to prevent overdrawing on bank account.	<ul style="list-style-type: none"> <li>• Implement a cash flow forecast</li> </ul>	No		Manager Finance	30/9/2006
Grant funding not spent on time	<ul style="list-style-type: none"> <li>• Ensure managers take responsibility for their capital projects</li> <li>• Managers should submit bi-monthly progress reports on all capital projects</li> </ul>	No		All Managers	ongoing
Implement a process to resolve disputes of accounts with Ubombo/Mkhuze residents and public works department.	<ul style="list-style-type: none"> <li>• Set up a meeting with Ubombo representatives</li> <li>• Determine concerns and minute</li> <li>• Discuss and agree on plan to address concerns</li> <li>• Circulate minutes and verify concerns</li> <li>• Audit and test accounts</li> <li>• Report to Council</li> <li>• Appoint consultant to facilitate process.</li> </ul>	Yes		Municipal Manager/ Manager Finance	30/09/2006
Approve and implement credit control and tariff policy.	<ul style="list-style-type: none"> <li>• Get Council approval</li> <li>• Involve ward councillors in debt management (ward councillors, officials, community and business)</li> <li>• Set up Committee comprising various stakeholders</li> </ul>	Yes		Municipal Manager	30/11/2006

## ORGANISATIONAL ASSESSMENT OF JOZINI MUNICIPALITY

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Issues – Jozini Municipality	Action required	Funding required	Funding available	By whom	By when
	<ul style="list-style-type: none"><li>• Workshop credit Control Policy with Committee</li></ul>				