



THABAZIMBI LOCAL MUNICIPALITY

DRAFT ANNUAL (PERFORMANCE) REPORT FOR 2015/16 FINANCIAL YEAR

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CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR'S PREFACE

MAYOR'S FOREWORD

Thabazimbi Local Municipality (TLM) earmarks to be the leading Municipality offering quality services in the most economic, affordable, equitable and sustainable manner. The format and content of the Annual Report is largely prescribed by Section 46 of the Local Government: Municipal Systems Act (No: 32 of 2000) and Sections 121 and 127 (2) of the Local Government: Municipal Finance Management Act (No: 56 of 2003). The above legislation compels the Municipality to prepare an Annual Report for each financial year and the Mayor to table such areporting Council within seven months after the end of each financial year.

The Political and Administrative arms of Council continued to work together to ensure better synergy between the two arms of Council. We have a new political change since the August 3rd 2016, Local Government Election. The Municipality will be working hard to achieve a clean audit in the near future. The Municipality can now account for the public funds that are instructed on it and has improved systems for performance management especially with the support from the National Spheres of Government. The Municipality will be working hard to deliver on the people's mandate of providing quality services to all.

MUNICIPAL GOALS

- To reduce levels of backlogs by providing Basic Services and Facilities to the people of Thabazimbi.
- To be a municipality that has a fully qualified and competent staff compliment in order to execute all tasks as required by various legislations.
- Ensure sound financial management and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities.
- To be a Responsible, accountable, effective and efficient developmental Municipality.
- To promote economic growth and development, while preserving our natural resources, in order to create sustainable employment and reduced levels of poverty.
- To create a sustainable environmental, promoting development but protecting our environment and resources.

The Annual Report, which is a record of the state of the Municipality, is also a record of activities we have undertaken to achieve the predetermined objectives set out in the IDP, against the approved Budget. As the principles of corporate governance are unchallengeable, the Municipal Public Accounts Committee, the Audit Committee, the Performance Audit Committee have all verified the information contained in the Annual Report and have satisfied themselves and, subsequently, expressed their views through the Report of the Audit Committee which is also enclosed in this Annual Report.

This report is therefore intended to attest to the collective efforts of the administrative and political arms of the Municipality to progressively address the expectations of our people. It will of course remain true for some time to come that the challenges of poverty, underdevelopment and the historical legacy of inequality will remain with us beyond the term of office of any elected political office-bearer or top management official. This clearly qualifies the fact that 'development is not an event but a process' which requires multiple resources and effective leadership.

I have no doubt that this will be a useful document for Councillors, Staff and Stakeholders as we strive to continuously improve our services to the people of Thabazimbi.

I remain committed to working together with my Executive Committee, the whole Council and the Municipal Administration in realizing our vision and making it a practical reality.

TOGETHER LET'S MOVE THABAZIMBI FORWARD!!!

Her Worship, Mayor
Cllr. PA Mosito

COMPONENT B: EXECUTIVE SUMMARY

1.1 Municipal Manager's Overview

The year 2015/16 commenced on very difficult circumstances which saw the Municipal Council sending the Accounting Officer and the Chief Financial Officer on special leave pending an investigation on several financial misconduct issues. The two were temporarily replaced by incumbents who were appointed to act in those positions on a temporary basis before their permanent parting with the Municipality.

Key to the efforts to resuscitate the Municipality rests on proper planning and cohesion of all the efforts of employees, Council and the responsible sector departments where help and assistance continued to be sought during the financial year. A detailed Financial Recovery Plan was drafted with the assistance of the National departments and the adoption and implementation of this plan commenced during the 2015/16 financial year.

The Municipality prepared and undertook an alignment of services to IDP (Integrated Development Plan) indicators and Council priorities, this was a cumbersome exercise which involved the presence of sector departments that were invited to assist in ensuring that there is adequate alignment for ease of implementation and reaching the goals and targets for local governance.

The municipality is experiencing service delivery performance challenges mainly due to inadequate revenue collection and huge financial commitments that were entered into in the past financial years. The municipality owes critical bulk suppliers for services delivered such as Eskom and Magalies Water Board. In addition various Municipal Infrastructure Projects have since come to a complete halt due to poor management of the whole MIG (Municipal Infrastructure Grant) programme and lack of capacity in the Project Management Unit.

The Municipality is not financially sustainable as clearly depicted by the financial health ratios. This is mainly due to significant financial commitments that were entered into that the Municipality cannot afford. The municipality entered into several contractual arrangements which cannot be serviced through the revenue collections. The municipal liquidity position is not healthy and therefore critical financial obligations are not being honoured.

To respond to all this the MEC of Coghsta has seconded an Acting Accounting Office/Administrator and a Financial Specialist, Messrs Mashamba, Thubakgale and Khunou respectively, to try and rescue the financial situation and the overall performance of the Municipality.

1.2 MUNICIPAL FUNCTIONS, POPULATION & ENVIRONMENTAL OVERVIEW

INTRODUCTION TO BACKGROUND DATA

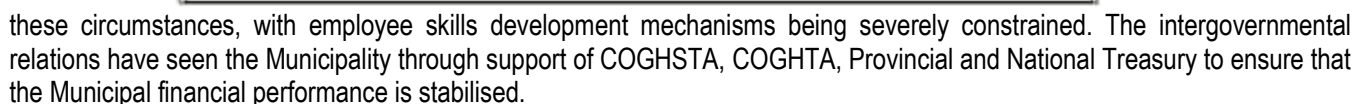
Thabazimbi Local Municipality is one of the six Local Municipalities within Waterberg District and it constitutes a total area of approximately 986 264. It is a home to 84 887 population which grows at a rate of 2.63% per annum. It is located in the South-western part of the Limpopo Province and has Botswana as its international neighbor and a mere two (2) hour drive from Tshwane. Thabazimbi is known as "mountain of iron" which is the Tswana name for this peaceful productive town, referring to the highly lucrative iron ore reef first discovered in the Municipality in 1919. The Municipality has Marakele National Park, which is a subsidiary of National Parks Board, and in the same standard as the Kruger National Park and Mapungube. The game lodges scattered around the area help to promote environmental sustainability.

Thabazimbi town was proclaimed in 1953. It was mined since the 1930's when iron and steel production started. Until its

Thabazimbi is one of the country's most sought-after tourist destinations. Agriculture has also proven, in addition to mining, to be a strong economic sector in our municipality. We are growing our economy not in isolation as our goals are seamlessly aligned within those of the Limpopo Economic Growth and Development Plan. The alignment ensures that our growth trajectory bears fruits and that we address the objective of poverty eradication through job creation and business opportunity stimulation.

Thabazimbi Local Municipality seeks to be “the leading Municipality offering services in the most economic, affordable, equitable and sustainable manner”. This vision is in line with National Development Plan and Limpopo Development Plan. It is aimed to be achieved through promoting, co-ordinating, implementing and ensuring the financial and environmentally sustainable growth and development of Thabazimbi with a diversified and viable economy that provides an environment and services that benefit all.

The Municipal performance is rated at 34% for the financial year 2015/16. While the Municipal workforce upholds to providing services to the best possible abilities, daunting financial curtailments continue to rise. Critical vacancies remain vacant under



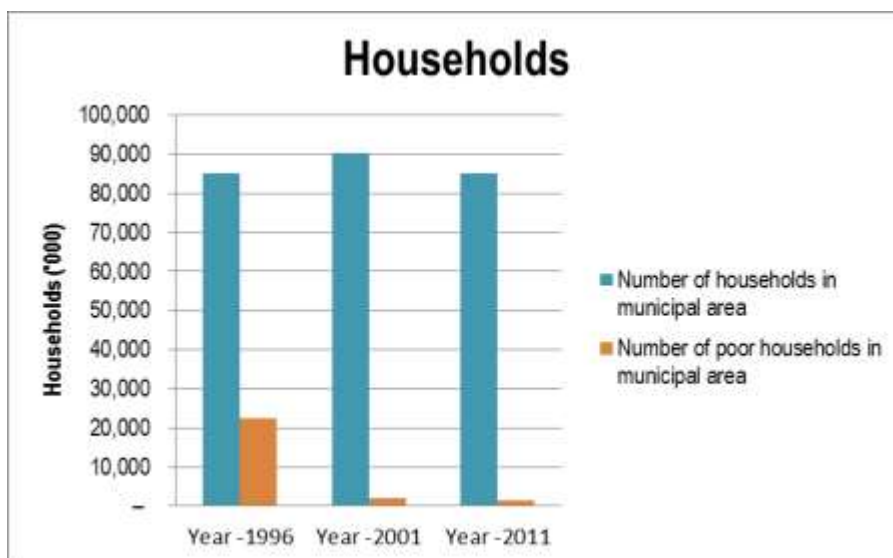
This Annual Report for the financial year 2015/16 provides the Municipal performance on issues relating to Basic Service Delivery, Spatial Planning and Development, Local Economic Development, Municipal Institutional Transformation and Development, Financial Viability and Management, as well as Good Governance and Public Participation.

Distribution of the population by age and sex, Thabazimbi Municipality – 1996, 2001 and 2011

Thabazimbi	1996			2001			2011		
Age	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-4	2438	2325	4763	3359	3515	6874	4004	4058	8062
5-9	2450	2414	4864	2720	2682	5402	2693	2607	5300
10-14	2406	2169	4575	2454	2332	4786	2327	2290	4618
15-19	1913	1940	3853	2406	2502	4908	2532	2478	5010
20-24	2596	2032	4628	2953	3022	5975	5391	3792	9184
25-29	3873	2241	6114	3367	3566	6933	7296	4447	11743
30-34	4668	2260	6928	3340	3260	6600	6285	3566	9851
35-39	5075	1878	6962	3691	3026	6717	4974	2968	7942
40-44	3609	1479	5088	3703	2275	5978	3615	2570	6185
45-49	2461	983	3444	2503	1627	4130	3650	2198	5848
50-54	1491	715	2209	1768	966	2734	3032	1921	4652
55-59	1130	533	1663	1051	658	1709	1935	1039	2975
60-64	641	432	1071	694	456	1150	827	631	1458
65-69	412	336	748	395	259	654	446	396	842
70-74	256	187	443	251	209	460	296	238	534
75-79	72	131	303	140	125	265	142	160	302
80-84	84	73	157	67	73	140	101	114	216
85+	78	104	182	52	63	115	87	80	167
Total	35757	22245	58002	34915	30617	65532	49634	35253	84887

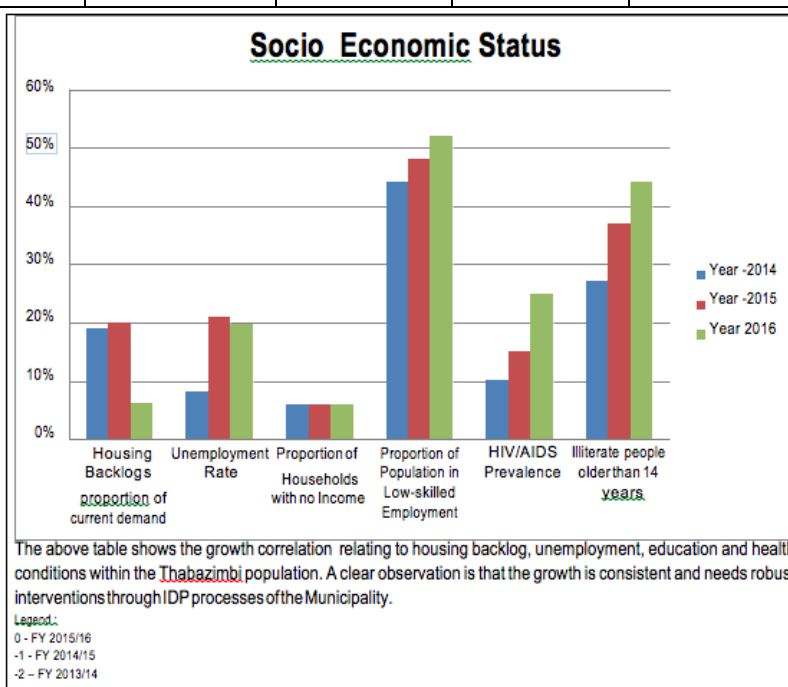
Source: Statssa, Census 2011

The above table shows a considerable number and growth of people between ages of 20 – 39 years, which is mostly a Youth group. This growth requires that the Municipality takes substantial efforts to identify and address challenges relating to this age group(s). One of the eminent factors threatening this age group(s) is the continuous unemployment growth.



This table indicates the growth of households per annum. It reveals the gradual growth of indigent households within the Municipal area and in line with the unemployment rate of 20% within the population of the Municipality. This further means that the level of poverty is increasing within the Municipal communities.

Socio Economic Status						
Year	Housing Backlog in proportion to the current demand	Unemployment Rate	Proportion of Households with no income	Proportion of Population in low-skilled employment	HIV/AIDS Prevalence	Illiterate people older than 14 years
Year 2014	19%	21%	6%	44%	10%	27%
Year 2015	20%	21%	6%	48%	10%	37%
Year 2016	6%	29%	6%	49%	18%	44%



Source : Communtiy Survey 2015

Settlement Name	Classification	Estimated Pop 2011
Amandelbult	Rural	1 874
Dwaalboom	Urban	618
Farms Thabazimbi LM	Rural	22 487
Kromdraai Plots	Rural	1 990
Kwaggaslaagte (Kwaggasvlakte) Smallholdings	Rural	281
Leeupoort	Urban	2 500
Middeldrift	Rural	1 503
Northam	Urban	11 244
Raphuti	Rural	379
Regorogile	Urban	13117
Rooiberg	Urban	2155
Sentrum	Rural	75
Setaria	Rural	56
Smashblock	Rural	11,244
Spitskop Plots	Rural	296
Swartklip	Rural	3358
Swartkop (Zwartkop)	Rural	116
Thabazimbi	Urban	11 244
Total		84 536

1.3 SERVICE DELIVERY OVERVIEW

CAPITAL PROJECTS

Thabazimbi Local Municipality is a Water Services Authority (WSA) as well as a Water Services Provider (WSP). The Water Services Development Plan is in place and due for review. The Municipal capital projects, which are mostly related to water and sanitation, are basically funded through the Municipal Infrastructure Grant (MIG) and by contributions from the local mines' Social Labour Plans. For a number of financial years, the Municipality could not spend the MIG allocations according to the specified responsibilities. This led to the budget being adjusted downwards considerably during the financial year under review and the entire MIG programme being managed by Waterberg District on behalf of Thabazimbi Municipality.

WATER AND SANITATION SERVICES PROVISION

The Municipality has basic service backlogs counted at 15% of households without access to potable water within the minimum level of service, and 20% of households without access to sanitation within the minimum level of service. The Vaalkop dam is the main source of surface water in the Municipal area, and due to financial constraints the water provision has been reduced from 9MI/day to 7MI/day. This counts for 4MI/day in Thabazimbi town and 3MI/day in Northam town. This water provision setup is augmented by 16 boreholes providing an overall of 6MI/day.

The Pilanesberg Bulk Water Scheme is earmarked to supply additional water for domestic use within the entire Municipal area. This water provision counts for 13 MI/day. Construction has started in May 2016 at a cost of R250 million funded by the Regional Bulk Infrastructure Grant (RBIG) and Magalies Water. It is envisaged that Magalies Water capital investment towards the scheme will be recovered from the Municipality through the bulk water tariff increments.

The Municipality provides water to informal settlements as follows : In Meriting, Raphuti, ga-Botha and Northam ext 16 & 17 water is provided through communal stand pipes which are at RDP level. For Dwaalboom, Skierlik and Smashblock residents travel to a water source (borehole) to access water. The Municipality uses water tankering in Jabulani, Mamoraka and Phatsima which is provided once per week due to lack of water provision trucks.

In terms of sanitation services; Thabazimbi town, Rooiberg, Leeupoort, Raphuthi and Regorogile use water-borne sewer system. Northam is 98% water borne and 2% septic tanks. Both the Thabazimbi and Northam sewer plants require urgent upgrading as they are currently operating beyond design capacity.

ELECTRICITY SERVICES PROVISION

The electricity backlog within the Municipal area covers 10% of the households. The Municipality has a distribution license covering Thabazimbi, Rooiberg and portions of Northam. ESKOM distributes to Northam, Regorogile extensions 1, 3 and 4, farms and mining areas. The 9 informal settlements are also supplied by ESKOM. It should be noted that the electricity infrastructure in Thabazimbi is ageing and would need to be overhauled urgently.

ROADS AND STORM WATER SERVICES

Access roads are in a fairly good condition. However, internal roads are mainly filled with potholes, no road markings and signs. Residents of Raphuthi are without accessible roads. Storm water channels including bridges have not been maintained and exacerbate flooding.

WASTE MANAGEMENT

There is a backlog of approximately 4000 households which do not have access to waste collection. These households are mainly in informal settlements. The provision of free basic waste is done in correlation with the free basic water and electricity provision. However, the Municipality is only able to collect refuse in the formal settlements which are Thabazimbi(including Regorogile), Northam, Leeupoort and Rooiberg. A draft Waste Management Plan is in place, as well as the Environmental Management Plan which is due for review.

The status of the land fill sites is as follows :

- Thabazimbi

The Municipality has a licensed landfill site in place which is not properly maintained.

- Northam

The Northam landfill site is full to capacity and this led to the Municipality to use a quarry for waste disposal. A closure and rehabilitation license for the quarry is in place and funded by the Department of Environmental Affairs. There is need for land in Northam for development of a land fill site.

- Rooiberg

The Municipality has a waste management license funded by Department of Environmental Affairs. This means that the existing land fill site is authorized and its proper development should be made.

The waste management challenges in the Municipality include:

- Illegal dumping
- No adequate fleet to service the entire Municipality
- Existing landfill sites not maintained.
- No land for development of landfill site in Northam.
- No skilled personnel for maintenance and operation of land fill sites
- Lack of awareness education regarding waste management and control.

PROJECT MANAGEMENT UNIT (PMU)

MIG Project Management Unit (PMU) is a function within a Municipality, and under normal circumstances, existing personnel within the Municipality should be utilised for this purpose. The duties that need to be performed relates to the planning, organising, coordinating, controlling and directing of the activities of projects funded through MIG. The Municipality may utilise up to 5% of its MIG allocation to ensure a sustained project management function to support the implementation of the MIG programme.

However, the Municipality had outsourced the PMU function since 2005. The performance and expenditure on MIG remains very poor and the municipality is among the worst performing in the Province. The PMU function was outsourced to Waterberg District Municipality for the 2015/16 FY.

Key Performance Area (KPA)	Spectacular Successes
KPA1: Spatial Rationale	
KPA2: Municipal Transformation and Organizational Development	
KPA3: Basic Service Delivery and Infrastructure Development	
KPA4: Local Economic Development	
KPA5: Financial Viability	
KPA6: Good Governance and Public Participation	

1.4 FINANCIAL HEALTH OVERVIEW

The Municipality is facing significant financial stress that commenced in the 2011 financial year. The profitability ratio shows us that the municipality is failing to break even on its main operations which are selling of electricity and water and other essential services.

The liquidity and solvency position of the municipality is also hugely stressed as the financial commitments entered into by the municipality are beyond the municipal capacity to service them. The municipality will evaluate all the contracts entered into and find ways of terminating non-essential ones. These challenges have further affected the municipality's ability to adequately provide quality service delivery to the community.

The tables below provides further evidence of the issues mentioned above.

Financial Overview: Year 2016			
R' 000			
Details	Original budget	Adjustment Budget	Actual
Income:			
Grants	94,012,500.00	94,012,500.00	94,012,500.00
Taxes, Levies and tariffs	231,563,234.26	173,078,767.26	173,078,767.26
Other	9,305,400.00	743,361.22	743,361.22
Sub Total	334,881,134.26	267,834,628.48	267,834,628.48
Less: Expenditure	268,385,037.76	301,984,681.97	301,984,681.97
Net Total*	66,496,096.50	-34,150,053.49	-34,150,053.49
* Note: surplus/(defecit)			T 1.4.2

Operating Ratios	
Detail	%
Employee Cost	45%
Repairs & Maintenance	14.9%
Finance Charges & Impairment	15%
	T 1.4.3

COMMENT ON OPERATING RATIOS:

The municipal salary bill is huge for the size of the Municipality and ways must be found of ensuring that the labour cost is more efficient and effective to the operations of the Municipality. The ratio of repairs and maintenance is too low considering the age of the municipal distribution infrastructure and this certainly points towards lack of adequate efforts to ensure that the municipal assets remain in an efficient state. The norm is usually 10% of operating expenditure, the non existence of repairs and maintenance plan and the lack of funds may eventually lead to immense water and electricity losses.

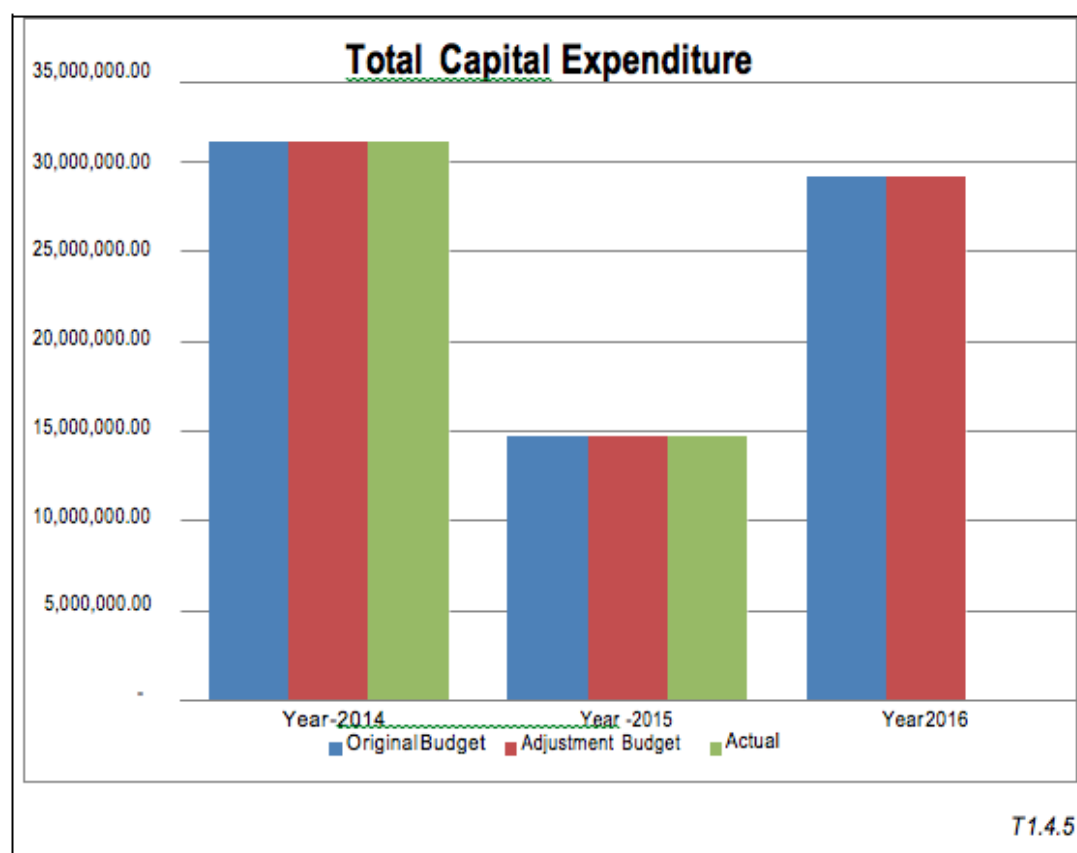
Finance charges and impairment losses are too high for Thabazimbi and the critical reasons behind this are the fact that the Municipality has a very huge creditors book which has been long outstanding, most of these creditors are charging significant interests and penalties for their unpaid invoices.

Impairment points towards an increase in doubtful debts. As the debts remain unpaid over time the recoverability becomes slim. Debt campaigns will be carried out and debt collection strategies will be implemented.

T 1.4.3

Total Capital Expenditure: Year 2014 to Year 2016			
	R'000		
Detail	Year -2014	Year -2015	Year 2016
Original Budget	31,096,866.00	14,712,733.00	29,172,000.00
Adjustment Budget	31,096,866.00	14,712,733.00	29,172,000.00
Actual	31,096,866.00	14,712,733.00	0.00

T 1.4.4



T 1.4.5

COMMENT ON CAPITAL EXPENDITURE:

There was only a single capital project implemented during 2014/15 financial year which is the Regorogile Ext 5 paving of internal streets. A number of the municipality's major capital projects i.e. the Waste Water Treatment Works in Thabazimbi and Northam remains uncompleted during the financial year.

However, the implementation of the Municipal Infrastructure Programme had to be temporarily transferred to the Waterberg District Municipality for 2015/16 financial year citing inconsistencies in spending and certainty of the proper management of the grant.

During the year Thabazimbi Local Municipality lost a total of R19 million of the allocated MIG funds to National Treasury as the funds were withheld due to non-registration of capital projects at the commencement of the year (May 2014).

1.5 ORGANIZATIONAL DEVELOPMENT OVERVIEW

1.6 AUDITOR GENERAL REPORT

The statutory audit for 2015/16 commenced during the month of February 2017. The audit could not continue as legislated as the submission of Annual Financial Statements coincided with the period when creditors had removed all movable assets including computers from the Municipal offices. See report at 6.2.

The Municipality communicated their position to National Treasury, Provincial Treasury and the Auditor General.

A Trend Analysis of the Auditor General's Opinion for FTM over the Last Seven Years

2008/9	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15

1.7 STATUTORY ANNUAL REPORT PROCESS

No.	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalise the 4th quarter Report for previous financial year	
4	Submit draft year Performance Report to Internal Audit and Auditor-General	
6	Audit/Performance committee considers draft Annual Performance Report of municipality	
8	Mayor tables the unaudited Annual Report	

9	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General	August
10	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
11	Auditor General audits Annual Performance Report including consolidated Annual Financial Statements and Performance data	September - October
12	Municipalities receive and start to address the Auditor General's comments	January
14	Audited Annual Report is made public and representation is invited	
15	Oversight Committee assesses Annual Report	
16	Council adopts Oversight report	
17	Oversight report is made public	
18	Oversight report is submitted to relevant provincial councils	
19	Commencement of draft Budget/ IDP finalization for next financial year. Annual Report and Oversight Reports to be used as input	
T 1.7.1		

CHAPTER 2: GOVERNANCE

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

2.1 POLITICAL GOVERNANCE

Political Governance

The Thabazimbi Local Municipality is constituted by the following Governance structures including Council, Executive Committee, Section 79 Council Committees, Rules Committee, Ward Committees and Audit Committee (AC). The Municipality has reconstituted its Committees in terms of Section 79 of the Local Government: Municipal Structures Act of 1998, as amended, to perform its functions effectively and efficiently. Council has four (4) full-time Councillors holding the position of the Mayor, Speaker, Chief Whip and a member of Executive Committee.

Political Decisions are the competency of the Municipal Council. Council ordinarily meets at least four (4) times a year and meets as per the approved schedule of meetings and other Council meetings are referred to as special Council sittings. EXCO and Portfolio Committees meet regularly and are effective. By laws are approved by Council but financial constraints cause delays in promulgating them.

The Thabazimbi Local Municipality's Council comprises of 23 Councillors, 12 of whom are Ward Councillors and the remaining 11 are Proportional Councillors (PR).

The Audit Committee is composed of external professionals who are not in the employment of the Municipality. The Municipal Public Accounts Committee consists of non-executive Councillors as per the guidelines for establishment of Municipal Public Accounts Committees published by the Limpopo Department

of Co-operative, Governance Human Settlements and Traditional Affairs (COGHSTA).

In terms of Section 160(2) of the Constitution of the Republic of South Africa Act 108 of 1996 the following functions of the Municipal Council may not be delegated to any Council Committee:

- Passing of by-laws
- Approval of budgets
- Imposition of rates taxes, levies and duties, and
- Raising of loans

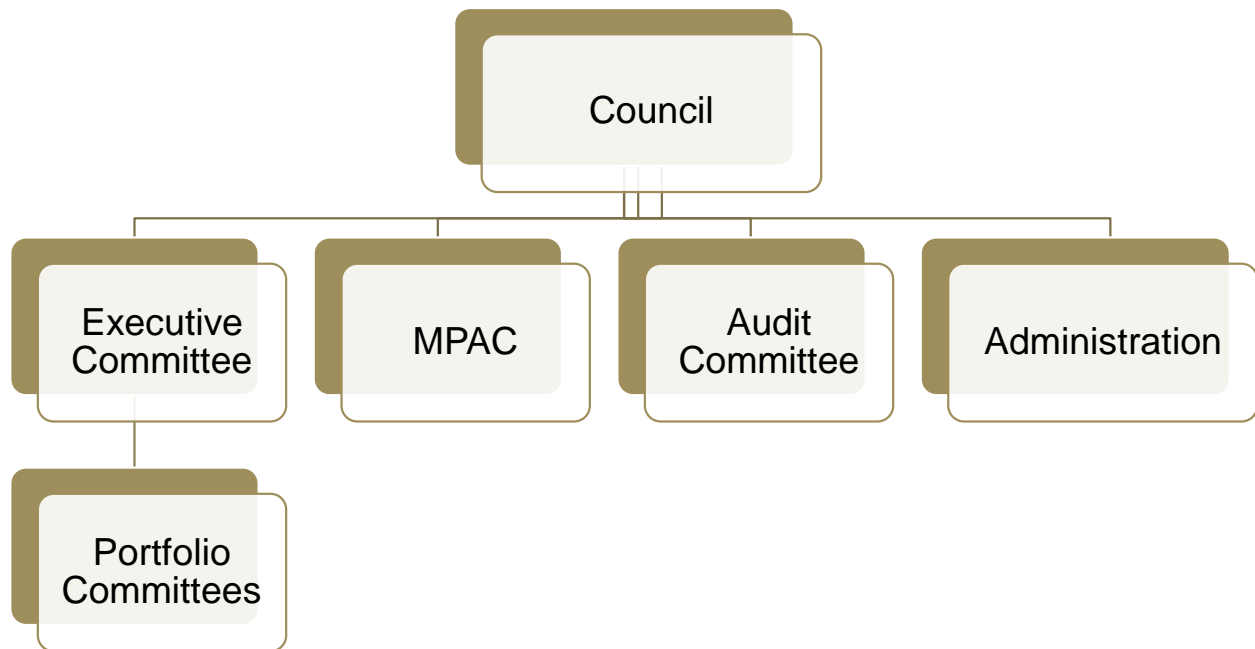
The Thabazimbi Municipal Council has the following rights and duties in terms of Local Government: Municipal Systems Act 32 of 2000 (Chapter 2, Section 4),

- (a) Govern the local government affairs of the local community,
- (b) Exercise the Municipality's executive and legislative authority
- (c) Finance the affairs of the Municipality by:
 - (i) Charging fees for services and
 - (ii) Imposing surcharges on fees, rates on property and other taxes, levies and duties.

The Council should further:

- Exercise the Municipality's executive and legislative authority and use the resources of the Municipality in the best interests of the local community.
- Provide democratic and accountable government.
- Encourage the involvement of the local community.
- Strive to ensure that municipal services are provided to the local community in a financially and environmentally sustainable manner.
- Consult the local community about
 - .1 The level, quality' range and impact of municipal services provided by the municipality, either directly or through another service provider; and
 - .2 The available options for service delivery.
- Give members of the local community equitable access to the Municipal services entitled to them.
- Promote and undertake development in the Municipality.
- Promote gender equity in the exercise of the Municipality's executive and legislative authority.
- Promote a safe and healthy environment in the Municipality.
- Contribute, together with other organs of state, to the progressive realisation of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the constitution

In addition, the Municipality must in the exercise of its executive and legislative authority respect the rights of citizens and those of other persons protected by the Bill of Rights.



The above are the key TLM's governance structures. They enabled the municipal Council and especially the Mayor as envisaged in s52(a) of Municipal Finance Management Act (no.56 of 2003) to provide political guidance over the fiscal and general governance affairs of the TLM. The Audit Committee provides opinions and recommendations on performance, financial processes, annual and oversight reports. The TLM's Audit Committee comprises independent experts in various fields. Oversight report was published separately in accordance with MFMA guidelines.

Political structure

Her Worship The Mayor Cllr. PA Mosito

Functions and powers: The Mayor of the Municipality:

- (a) presides at meetings of the Executive Committee;
- (b) performs the duties including ceremonial functions; and
- (c) exercises the powers delegated to the Mayor by the Council and Executive Committee (RSA, 1998:s49)

- (d) Tables in the municipal council a process plan outlining key deadlines for preparation, tabling and approval of IDP/Budget; (RSA MFMA 2003:s21(b);
- (e) Co-ordinates the processes for preparing the annual budget and for reviewing the Municipality's Integrated Development Plan (IDP) and budget related policies and any revisions of the IDP and budget related policies to ensure that they are mutually consistent and credible (RSA, MFMA 2003:s21(a);
- (f) Manages the drafting of the municipality' IDP (RSA, MSA 2000:s30(a) with effect from 1st July; and
- (g) Tables the Draft IDP/Budget to the municipal council for adoption (RSA, MSA 2000:s30(c) read with RSA MFMA 2003:s16(2).

The Speaker: Cllr. SL Matsietsa

Functions of the Speaker: The Speaker of the Municipality:

- (a) presides at meetings of the Council;
- (b) exercises the powers delegated to the Speaker Mayor by the Council;
- (c) Ensures that the Council meets at least quarterly;
- (d) Maintain order during meetings;
- (e) Ensure compliance in the Council and Council Committees with the Code of Conduct set out in Schedule 5, and
- (f) Ensure that Council meetings are conducted in accordance with the rules and orders of the Council (RSA, 1998:s37).

The Chief-Whip, Cllr. T Mkanzi

The Chief Whip's delegation: although the position of the Chief Whip and by extension its function(s) is not legislated, following are the Chief Whip's delegations:

- (a) Maintains sound relations between the municipal government and various political parties. Ensure that relationships are constructive and focused on the key issues at hand;
- (b) Attends to disputes between political parties;
- (c) Ensure political accountability of councillors to ward committees;

- (d) Ensure quorum at Council meetings;
- (e) Advises councillors belonging to various parties to convene party caucuses so as to determine the party position on specific items / motions on the Council's agenda. Generally, organising the work of councillors in the party caucuses; and
- (f) Collaborates on a regular basis with the Council Speaker in relation to issues of discipline and conduct of councillors;
- (g) Serves as an interface between the Speaker and the Mayor; and also
- (h) Attends IDP Rep Forum.

Executive Committee Members (EXCO)

The TLM is a category B municipality¹ with a collective executive system, combined with a ward participatory system. The Executive Committee is:



**The Mayor
Cllr. Mosito PA**



Cllr Semadi E



Cllr Joubert LH



Cllr. Mokwena KR

Local Municipality distinguished from category A (usually a metro) and category C (district municipalities)

Councillors

The TLM has a total of **23** Councillors. Of these **12** are ward Councillors, while **11** have been appointed on the basis of proportional representation (PR). Below are **Ward Councillors** from Ward 1-12 respectfully:



Cllr KR Mokwena
Ward 1



Cllr PA Scruton
Ward 2



Cllr SG Lerumo
Ward 3



Cllr T Mkansi
Ward 4



Cllr SI Manala
Ward 5



Cllr ML Sikhwari
Ward 6



Cllr T Molefe
Ward 7



Cllr CS Sikwane
Ward 8



Cllr DA Moatshe
Ward 9



Cllr AR Ramogale
Ward 10



Cllr SG Matsietsa
Ward 11



Cllr MD Tlhabadira
Ward 12

The **PR Councillors** are depicted below:



Cllr PA Mosito



Cllr E Semadi



Cllr LH Joubert



Cllr S Khumalo



Cllr JM Fischer



Cllr M Moselane



Cllr P Strydom



Cllr F Loots



Cllr RC du Preez



Cllr B Maguga

Political Decision Making

2.2 ADMINISTRATIVE GOVERNANCE

The administrative structure of Thabazimbi Municipality consists of five (5) Departments managed by Section 57 Managers. They are reporting directly to the Municipal Manager, who is the Accounting Officer of the Municipality. The Departments are Technical Services, Corporate Services, Budget and Treasury, Planning and Economic Development, Community Services and Public Safety. The responsibilities of these Departments will be detailed later in this section.

The Following Values and Principles govern the Municipal Administration:

- A high standard of professional ethics
- Efficient, economic and effective use of resources
- A development orientation
- Impartial, fair, equitable and unbiased services provision
- Responsiveness
- Public participation in policy making
- Accountability
- Transparency by providing the public with timely, accessible and accurate information
- Good human resource management and career development practices to maximize human potential.
- Legislation requires of the administration to be responsive to the needs of the local community.
- Facilitate a culture of public service and accountability amongst staff.
- Take measures to prevent corruption Establish clear relationship and facilitate co-operation and communication between it and the local community
- Give members of the local community full and accurate information about the level and standard of municipal services they are entitled to receive and;
- Inform the local community how the municipality is managed, the cost involved and the persons in charge.

A Municipal Administration must enable it to:

- Deliver services to the community
- Facilitate a culture of public service and accountability amongst staff
- Be performance orientated
- Focus on the object and development duties of local government as set out in the constitution
- Align the roles and responsibilities of its political structures, political office bearers, managers, and other employees with the priorities and objectives set out in the municipality's integrated development plan.
- Assign clear responsibilities for the management and co-ordination of administrative units and mechanism.
- Hold the Municipal Manager accountable for the overall performance of the administration.
- Implement the lawful policies, resolutions and bylaws of the municipal council and the policies and laws of other spheres of government.
- Give advice to the council and its structures, administering the affairs of the municipality

Top Administrative Structure

TOP ADMINISTRATIVE STRUCTURE

ADMINISTRATOR

(Adv L.J. Thubakgale)

CHIEF FINANCIAL OFFICER (ACTING)

(Mr S. Chaitezvi)

MANAGER: TECHNICAL SERVICES

Mr C.G Booyesen

MANAGER: CORPORATE SERVICES

MR J. Mogale

MANAGER: PLANNING AND LOCAL ECONOMIC DEVELOPMENT

Mrs M .S Mabitsela

MANAGER : COMMUNITY & SOCIAL SERVICES (ACTING)

Mr J Nkoana

MANAGER : PUBLIC SAFETY

Mr J. Motaung

FUNCTIONS OF THE MUNICIPAL MANAGER:

- Advises the structures and functionaries of the Municipality
- Carries out the decision of the structures and functionaries of the Municipality
- Administers and implements the Municipality's by-laws, resolutions and policies
- Ensures that the Municipality complies with applicable Municipal Finance Management Legislation
- Implements National and Provincial legislation applicable to the Local Municipality

FUNCTIONS OF THE CHIEF FINANCIAL OFFICER

- Manages Revenue Collections

- Manages Expenditure Controls
- Prepares the Budget as per MBRR (Municipal Budget Reporting Regulations)
- Manages Supply Chain
- Asset Management

FUNCTIONS OF CORPORATE SERVICES

- Render HR Management
- Provide legal advisory services
- Manage and maintain municipal administration
- Manage public participation
- Provide support to political office bearers
- Provide communication to the municipality
- Provide secretariat service to council and its committees

FUNCTIONS OF THE TECHNICAL SERVICES

- Ensure adherence to Council Engineering standards
- Render Waste Management Services
- Provide Projected Management for implementation of infrastructure development
- Water and Waste Management
- Electro technical Management

FUNCTIONS OF PUBLIC SAFETY, SOCIAL AND COMMUNITY SERVICES

- Renders environmental health services to the community.
- Renders social services including Library, Sport, Art and Recreation, Disaster Management, Parks and Cemeteries.
- Traffic Protection Services

FUNCTIONS OF PLANNING AND ECONOMIC DEVELOPMENT (AND IDP/PMS)

- Manage spatial and land use development
- Facilitate LED initiatives
- Render land use and Town Planning Services and GIS (Geographic Information System)
- Render Strategic Support Services
- Manage annual IDP reviews
- Institutionalize, manage, and monitor PMS (Performance Management System)
- Compile, manage and monitor SDBIP (Service Delivery and Budget Implementation Plan)
- Co-ordinates all reports relating to the above functions

Alignment of Organogram and Powers & Functions

DEPARTMENT	SUB- FUNCTION	POWERS & FUNCTIONS
Technical Services	<ul style="list-style-type: none"> • Water and Sanitation Services • Basic Service Delivery • Public Works • Electricity and Workshop 	<ul style="list-style-type: none"> • Electricity Reticulation • Storm Water • Water (Potable) • Sanitation • Bulk Supply of Electricity • Bulk Water Supply • Bulk sewage purification and main sewage disposal • Municipal roads • Municipal Public Works
Community Services	<ul style="list-style-type: none"> • Community Services • Protection Services • Solid Waste 	<ul style="list-style-type: none"> • Trading Regulations • Billboards and the display of advertisements in public places • Control of public nuisance • Control of undertakings that sell liquor to the public • Fencing and fences • Noise Pollution • Street Trading • Traffic and Parking • Cemeteries and Crematoria • Fire-Fighting Services • Safety and Security • Municipal Transport Planning
Budget & Treasury	<ul style="list-style-type: none"> • Budget and Reporting • Income • Expenditure • Supply Chain and Asset Management 	<ul style="list-style-type: none"> • The imposition and collection of taxes, levies and duties as relate to the above functions or as may be assigned to the district municipality in terms of national legislation

Corporate Support & Shared Services	<ul style="list-style-type: none"> • Human Resource • Fleet Management • Information Technology • Administration and Council Support • Legal Services 	<ul style="list-style-type: none"> • By-Laws • Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking.
Development and Planning	<ul style="list-style-type: none"> • Building Control • Town Planning • Local Economic Development 	<ul style="list-style-type: none"> • Building Regulations • Local Economic Development • Municipal Planning

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.3 INTERGOVERNMENTAL RELATIONS

Thabazimbi Municipality participates in Intergovernmental Structures ranging from Waterberg District to the Provincial Forums. These Intergovernmental Structures are established in terms of the Intergovernmental Relations Act 13 of 2005. The Waterberg District Executive Mayor IGR addresses issues relating to the District and its Local Municipalities. The District Executive Mayor's Forum participates in the Premier's IGR Forum that is conveyed by the Premier to implement resolutions taken at Provincial level. At administrative level, Municipal Managers IGR takes place to recommend issues to be discussed and to implement resolutions of the political IGR.

The following tables indicate the political and administrative IGR in which the Municipality is participating :

POLITICAL IGR

Structures	Participants	Responsibilities
Premier 's Intergovernmental Forum	Premier Mayors Heads of Departments Municipal Managers	Co-ordination of intergovernmental relations (Provincial and Local government)
Mayor's Intergovernmental Forum	Executive Mayor Mayors Municipal managers	Co-ordination of intergovernmental relations (District and Local Municipalities)
District Speakers' Intergovernmental Forum	Speakers of the Local Municipalities and the District	Co-ordinate Public Participation processes in the Municipalities.

ADMINISTRATIVE IGR

Structures	Participants	Responsibilities
Municipal Managers' Forum	All Municipal Managers within the District	To discuss implementation of IDPs
Technical Committees	Sector Departments Municipal Senior Officials	Provide intergovernmental inputs into the works of clusters
Provincial Development Planning Forum	IDP Managers at District and Local Municipalities Development Planners from the Provincial Sector Departments Parastatals	Provide for a coherent intergovernmental planning framework and alignment and intergration of development plans in the rovince.
Provincial M & E Forum	Sector Departments M & E Specialists	Provide for a Provincial wide M & E framework for implementation of plans

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.4 PUBLIC MEETINGS

2.5 IDP PARTICIPATION & ALIGNMENT

Thabazimbi Local Municipality has 12 Wards with functional Ward Committees. The Municipality has different public participation mechanisms in order to ensure that all communities and Stakeholders participate and contribute towards the development within the Municipal area. These participation mechanisms include Outreach programmes and IDP Public Consultations. The Municipality has a Communication Strategy in place which guides the interactions of Council with the public.

Table 3: IDP Participation and Alignment Criteria

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes

Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

COMPONENT D: CORPORATE GOVERNANCE

2.6 RISK MANAGEMENT

Risk management, as one of the key pillars of good governance, and it's a continuous process that enables constant improvements in strategy design and strategy implementation as well as the municipality's systems and operations. Council has an existing Risk Management policy and framework that enables management to proactively identify and respond to all significant risks that could impact on business objectives. TLM has developed risk register.

Risk Management in the municipality is guided and monitored by various committees at council and administration level such as the MPAC, Risk Management Committee and the Audit Committee.

The Municipality has appointed Risk officer as part of the reasonable steps taken to maintain an effective, efficient and transparent system of financial and general risk management.

The top ten (10) risks of the municipality are:

- Failure to retain qualified
- Low Revenue collection
- Inadequate skilled personnel
- Lack of infrastructure (Office Building)
- Unauthorized use of information
- Ageing infrastructure
- Poor implementation of policies
- Mushrooming of informal settlements
- Poor financial sustainability
- Misappropriation of assets

The risk categories have been aligned to the strategic objectives in order to identify those risks that directly affect and/or impede the municipality's ability to achieve those strategic and business objectives.

2.7 ANTI-CORRUPTION & FRAUD

Thabazimbi Council approves an anti-fraud and corruption strategy annually, however this strategy has to be publicized. Employees and the public have to be constantly reminded of their duty to assist with reporting and curbing fraud and corruption activities.

2.8 SUPPLY CHAIN MANAGEMENT

The Municipal Supply Chain Management Unit suffers human resources capacity and expertise. The Unit has been operating for more than 12 months without the Divisional Head. This led to continuous irregular and wasteful expenditure within the Municipality as depicted by the Auditor General's report. Capacitating the Unit with qualified and relevant personnel will aid with consistent compliance to procurement laws and regulations.

2.9 BY-LAWS

The Municipality managed to perform a successful public Participation exercise on the below listed by-laws, however these are not yet promulgated due to financial constraints.

- Credit Control and Debt Management By-law
- Property Rates By-law
- Tuckshop By-law

2.10 WEBSITES

The Municipal website is hosted by SITA, the Municipality does not have a website of its own. However all the legislative requirements are being adhered to despite the challenges of delays on uploading of documents and the general upkeep of the site, which is behind schedule.

The following table provides further insight to the current website :

Municipal Website: Content and Currency of Material	
Documents published on the Municipality's / Entity's Website	Yes / No
Current annual and adjustments budgets and all budget-related documents	Yes
All current budget-related policies	Yes
The previous annual report (Year -1)	Yes
The annual report (Year 0) published/to be published	Yes
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 0) and resulting scorecards	Yes
All service delivery agreements (Year 0)	Yes
All long-term borrowing contracts (Year 0)	Yes
All supply chain management contracts above a prescribed value (give value) for Year 0	No
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during Year 1	No
Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No
Public-private partnership agreements referred to in section 120 made in Year 0	No
All quarterly reports tabled in the council in terms of section 52 (d) during Year 0	Yes

2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

CHAPTER 3: SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

COMPONENT A: BASIC SERVICES

3.1 Capital Projects

The municipal capital projects are funded through the Municipal Infrastructure Grant (MIG) and by contributions from the local mines. For the 2013/14 and 2014/15 financial years, the Municipality could not commit the MIG allocation hence the budget was adjusted downwards by R12.7m and R19,7m respectively. It has been confirmed that the Municipality has been utilising the MIG grant to pay salaries and as such contractors have abandoned sites due to non-payment on services rendered. The municipality made arrangements with Treasury for the funds to be recovered by deducting R4,2m quarterly from the equitable share allocation.

3.2 Water and Sanitation Services Provision

Thabazimbi Local Municipality is a WSA (Water Services Authority) and WSP (Water Service Provider). The Water Services Development Plan is in place but require review in preparation for the new term of Local Government. The main source of surface water is the Vaalkop dam (9 MI/day) augmented by 14 boreholes (5.1MI/day). The Pilanesberg bulk water supply will provide an additional water (domestic use only) supply to the municipal area (13 MI/day) at a cost of R250 million funded by the Regional Bulk Infrastructure Grant (DWS) and Magalies Water. Magalies Water capital investment towards the scheme will be recouped from the municipality through the bulk water tariff increments.

In terms of sanitation services; Thabazimbi town, Rooiberg, Leeupoort, Raphuthi and Regorogile use water-borne sewer system. Northam is 98% water borne and 2% septic tanks. Both the Thabazimbi and Northam sewer plants require urgent upgrading as they are currently operating beyond design capacity.

Basic services backlogs with regard to water and sanitation:

- 15% of households do not have access to portable water within the minimum level of service.
- 20% of households do not have access to sanitation within the minimum level of service.

3.3 Electricity Services Provision

The municipality has a distribution license covering portions of Warmbad-Pienaarsrivier and Greater Northam, the whole of Thabazimbi town and Rooiberg. ESKOM distributes to Northam, Regorogile extensions 2 and 4, farms and mining areas. The 9 informal settlements are also supplied by ESKOM. It should be noted that the electricity infrastructure in Thabazimbi is ageing and would need to be overhauled urgently.

Basic services backlogs with regard to electricity services:

- 10% of households do not have access to electricity for lighting.

3.4 Waste Management

The municipality has a draft Waste Management Plan in place but there is no free basic waste policy. The municipality provides waste collection from informal to formal settlements and manage 4 land fill sites. Collection is done at informal

settlements, Thabazimbi, Northam, Leeupoort and Roosters towns. The Rooiberg Land fill site has not been formalised and needs to be rehabilitated. The Northam land fill site is full and there is a need to engage with the farmers for provision of land for the establishment of a new land fill site. A new waste disposal site is to be provided in Schilpadnest/Kromdraai area.

The waste management challenges in the municipality include:

- Illegal dumping
- No adequate fleet to service the whole Municipality
- Old municipal waste equipment
- Existing landfill site almost full

Basic services backlogs with regard to waste management:

- 5.5% of households (1 381) do not have access to waste removal.

COMPONENT B: ROADS & TRANSPORT

3.5 Roads and Storm Water Services

Access roads are in a fairly good condition. However, internal roads are mainly filled with potholes, no road markings and signs. Residents of Raphuthi are without accessible roads. Storm water channels including bridges have not been maintained and exacerbate flooding.

-Basic services backlogs with regard to roads and storm water:

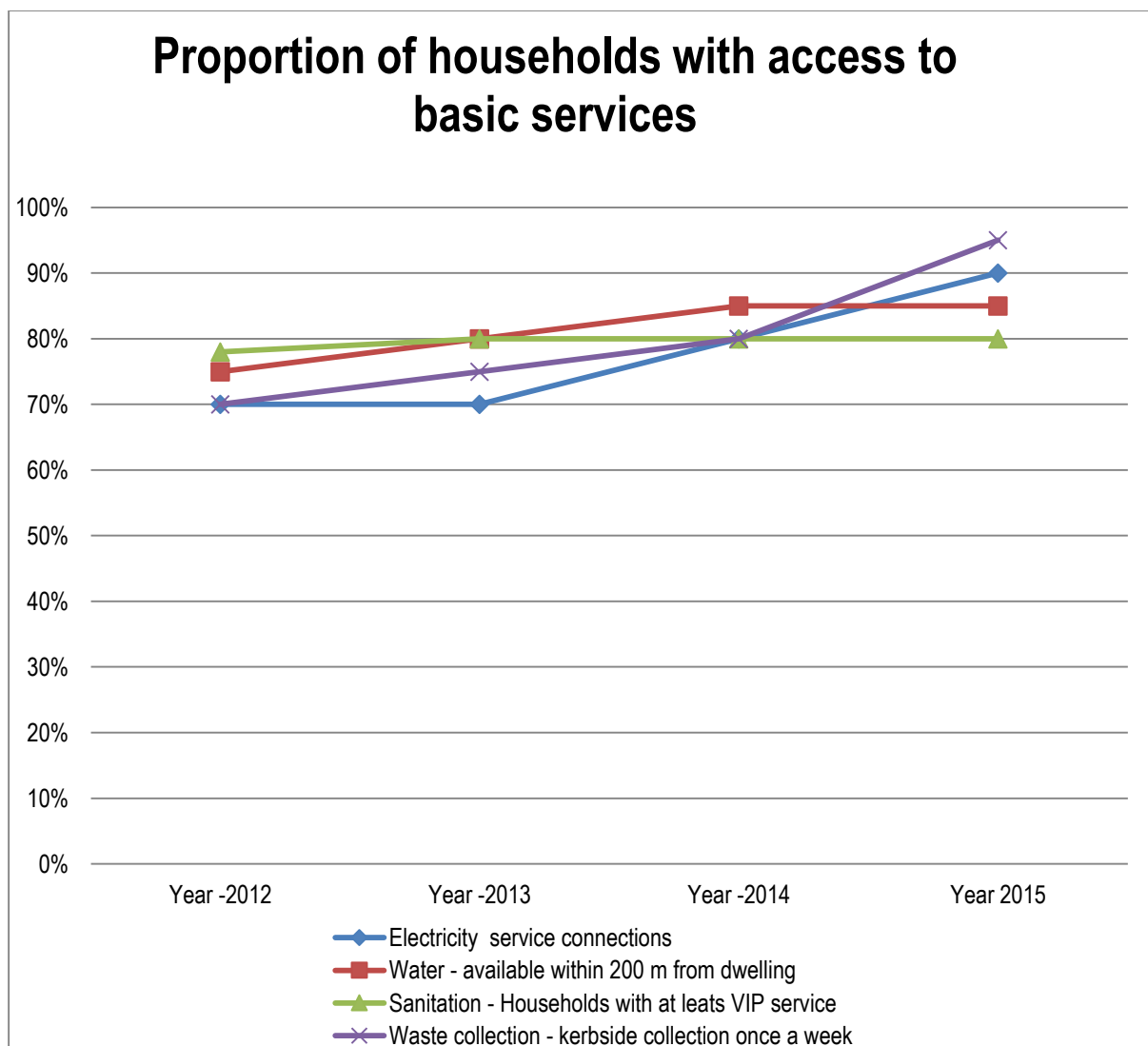
-63km's of internal roads and 56km's of storm water require maintenance and rehabilitation

3.6 Project Management Unit (PMU)

MIG Project Management Unit (PMU) is a function within a Municipality, and under normal circumstances, existing personnel within the municipality should be utilised for this purpose. The duties that need to be performed relates to the planning, organising, coordinating, controlling and directing of the activities of projects funded through MIG. The Municipality may utilise up to 5% of its MIG allocation to ensure a sustained project management function to support the implementation of the MIG programme.

However, the Municipality had outsourced the PMU function since 2005. The performance and expenditure on MIG remains very poor and the municipality is among the worst performing in the Province. The PMU function will remain with Waterberg District Municipality for the 2015/16 FY

A tabular presentation of the position of Basic Services Delivery status at the Municipality is as shown below;



COMPONENT C: PLANNING AND DEVELOPMENT

3.7 PLANNING

The TLM through her Development Planning Department (DVP) is responsible for the overall spatial planning and land use management within the municipal jurisdiction

3.8 LOCAL ECONOMIC DEVELOPMENT

Promoting local economic development is a material function and object of the TLM according to the directive from the provisions of s152(c) of the Constitution (RSA, 1996).

KEY PERFORMANCE AREA	NO. OF PROJECTS	NO. OF TARGETS	ACHIEVED	NOT ACHIEVED	EVALUATION PER KPA
Local Economic Development					

COMPONENT D: COMMUNITY & SOCIAL SERVICES

3.9 LIBRARIES, ARCHIVES, MUSEUMS, GALLARIES, COMMUNITY FACILITIES, OTHER:

HALLS

AREA	COMMUNITY HALLS	SHOW GROUNDS
THABAZIMBI	Cinema Hall Library Hall Trollope Hall Ntswe- Tshipe	Agricultural / Landbougenootskap
NORTHAM	Community Hall	
REGOROGILE	2 Community Halls	
KROMDRAAI	Marula Hall	
DWAALBOOM		Agricultural Show ground
LEEUPOORT	Community Hall	
ROOIBERG	Community Hall	
AMANDELBULT MINE	Rethabile Community Hall	
NORTHAM PLATS MINE	2 Community Hall	
SWARTKLIP MINE	Community Hall	

LIBRARIES

Service Norms and Standards

- One (1) library serve 10 000 households

TOWN	NUMBER / TYPE	LOCATION / STAFF
THABAZIMBI	1 Municipal Library	2 staff members Serviced by Regional Library
	3 Media Centres at schools	Hoer Skool Frikkie Meyer
		Laerskool Thabazimbi
		Ysterberg Primary School
REGOROGILE	Reading Room	Mabogopedi Secondary School
NORTHAM	1 Municipal Library	1 staff member.
LEEUPPOORT	1 Municipal Library	No officials / Residents operate the Library
ROOIBERG	1 to be erected in 2014/15	

3.10 CEMETERIES

Basic service	2014/15 backlogs	2015/16 planned interventions	Actual Performance ¹	Comments
Upgrading of Cemeteries				

3.11 Child Care, Aged Care, Social Programmes

MAYORAL OUTREACH

Mayoral outreach programme is regarded as another form of community consultation. In TLM at least Mayoral Outreach meetings are held per financial year. The schedule of these consultation programmes will be reflected in the process plan. The main purpose of the consultation is to ensure that the political principals get closer to the communities and afford members to voice their needs. Hereunder are proposed dates for all Mayoral Outreaches in the Financial Year, 2015/16 financial year.

Table: 46 Scheduled Dates for the Mayoral outreach Meetings

¹ Cumulative progress.

MONTH	MAYORAL OUTREACH MEETING
June 2015	16
July 2015	18
August 2015	9
September 2015	24
November 2015	21
December 2015	1 and 3
January 2016	21
March 2016	21
April 2016	27
May 2016	1

SPECIAL PROGRAMME

Legislative requirements

- Constitution of the RSA, Act 108 of 1998
- Commission of Gender Equity Act 39 of 1996
- Gender Policy framework go Local Government
- Children's Act 38 of 2005
- National welfare Act 100 of 1978
- HIV and AIDS and STI National Strategic plan
- Disability framework for Local Government
- Non-Profit Organization Act 71 of 1997

In recognition of the need to integrate marginalized communities, Special Programme Unit for the facilitation of the integration and mainstreaming process has been introduced and a Special Projects Coordinator has been appointed. Much work was done on an ad-hoc basis in this regard but was more focused on campaigns rather than economic development programmes. As Statistics South Africa confirms, young people constitute the majority of the population of the Thabazimbi Municipality. Men account for 52% of the municipality's population. In spite of the above reality, young people and women have not been the key beneficiaries in the economic mainstream of the district. A Youth Plan and its implementation plan must be developed. Whilst there are organizations representing disabled people, the reality that faces the municipality is that disabled people are not integrated into the municipality's implementation plan. This has led to low economic development opportunities for disabled people. A survey must be conducted by Thabazimbi to develop the Disability Plan. Thabazimbi Local Municipality needs to facilitate this process through the implementation of the Disability Plan for the purposes of moving faster in resolving problems faced by disabled people. Children in the municipality also bear the brunt of disorganization. Thabazimbi Local Municipality should embark in the process of establishing a junior council which will be the pace setter for the development of the children's development framework that will promote the participation and consultation of children. As a sector plan, the Special Programmes Strategy sets the framework for the integration and

mainstreaming of all the designated groups and needs to be developed. Funding needs to be availed for the implementation of the strategy through the integration of programmes and projects of all clusters and sector plans of Thabazimbi Local Municipality.

CHALLENGES OF YOUTH, DISABILITY, WOMEN AND CHILDREN

- High unemployment.
- Access to funding.
- Poor education.
- Access to quality training and skills development
- High level of poverty.
- Violence directed at women and girls
- No support and mainstreaming of people with disability in municipal employment equity to reach 2%, as set by SALGA.
- Diseases.

YOUTH DEVELOPMENT

Legislative requirements

- National Youth Policy
- National Youth Development Agency Act of 200

COMPONENT E: ENVIRONMENTAL PROTECTION

3.12 Pollution Control

COMPONENT F: HEALTH

3.13 Clinics

Service Norms and Standards (Health Centre Clinics and Hospital)

- One (1) doctor per 1000.
- Clinic must serve a radius of 5 km.
- Health centre 10 km radius.
- Hospital must serve radius of 60 km

HEALTH FACILITIES

TYPE		TOTAL	W A R D S											
			1	2	3	4	5	6	7	8	9	10	11	12
Hospitals	Public	1	-	-	-	-	-	-	-	-	1	-	-	-
	Private	1	-	1	-	-	-	-	-	-	-	-	-	-
	Mines	3	-	-	-	-	1	1	-	-	-	-	1	-
Clinics		10	1	2	1	2	1	-	-	1	1	1	-	-
Mobiles		3	1	1	-	-	-	-	-	1	-	-	-	-
GRAND TOTAL		18	2	5	1	2	2	1	0	2	1	1	1	0

3.14 Ambulance Services

The Emergency Medical Services function remains with the Waterberg District Municipality.

3.15 Health Inspection

The function remains with the District Department of Health. The local health inspectors are located in local clinics in the municipal area.

COMPONENT G: SECURITY AND SAFETY

COMPONENT H: SPORTS & RECREATION

3.16 SPORTS AND RECREATION

SPORTS FACILITIES

Service Norms and Standards

- One recreational facility per ward
- One Arts and Culture per Municipality

TOWN	NUMBER / TYPE	LOCATION / FACILITIES / CONDITION
THABAZIMBI	3 Sports grounds	2 Municipal grounds that include rugby, cricket, bowls, squash, jukskei, basket ball, tennis
	1 Kumba ground	Swimming pool, gym
	2 School Sport Facilities	Hoerskool Frikkie Meyer Laerskool Thabazimbi
REGOROGILE	1 Sports ground	Poor condition, includes soccer, tennis, basket ball
	1 School Sport Facility	Mabogo – Pedi Secondary school
IPELEGENG	1 Sports ground	Kumba Resources (ISCOR) provides soccer, tennis, athletics facilities
BEN ALBERTS NATURE RESERVE	Golf Course 18 holes golf course	Good Condition
NORTHAM	1 Sport Facilities	1 Comprehensive Secondary School 1 Northam Primary School 1 Community Sport Ground
SWARTKLIP	1 Soccer field 9 hole Golf course	Good Condition
AMANDELBULT/ RETABILE	1 Soccer field 9 hole Golf Course	Good Condition
DWAALBOOM	2 Sport Facilities	

GROENVLEISESECONDARY SCHOOL	1 Sports ground	Tennis court, netball court and soccer fields need to be upgraded.
LEEUPORT	Driving Range (golf course)	Good Condition

PARKS

TOWN	NUMBER / TYPE	NAME/LOCATION / FACILITIES / CONDITION
THABAZIMBI	4 Active Public Open Spaces	Berg Boegoe Club
		MollieJordaanPark
		Areas along Rooikuispruit
		Children's Playground
REGOROGILE	08 Public Open Spaces	3 in Regorogile Ext 1, 1 in Regorogile Ext 3, 1 in Regorogile Ext 2, 1 in Regorogile Ext 4 and 2 in Regorogile Ext 5

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

3.17 EXECUTIVE AND COUNCIL

Executive Committee Members



The Mayor
Cllr. Mosito PA



Cllr. Semadi E



Cllr Joubert LH



Cllr. Mokwena KR

3.18 FINANCIAL SERVICES

3.19 HUMAN RESOURCES SERVICES

3.20 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

COMPONENT J: CUMULATIVE 2015/5 FOURTH (4TH) QUARTER PERFORMANCE REPORT

The table below takes the above further and gives expansive content as well as finer details of the TLM's performance for the reporting year, 2015/16. In order to avoid and/or keep repetition to minimum, it is suggested that the table be read as a high level summary and tailored logic model of the methodological template and/or paradigm envisaged in the MFMA Circular 63 by the National Treasury (2012). It is held that material essence and main variables of this Circular are, in a certain form, and to a certain thematic content, entailed in the log frame presented below:

A SUMMARY OF ANNUAL PERFORMANCE 2015/16 FY

1. 2015/2016 ANNUAL PERFORMANCE RESULTS PER KEY PERFORMANCE AREA

KPA	Total No Of KPIs	Total KPIs Due	No. of KPIs Not Assessed	No Of KPIs Met	No Of KPIs Not Met	Percentage Achieved
Good Governance And Public Participation	24	24	0	12	12	50%
Basic Services & Infrastructure Development	32	29	3	3	26	10%
Financial Viability	14	11	3	5	6	45%
Led And Spatial Development	9	9	0	6	3	67%
Municipal Transformation & Organisational Development	12	11	1	3	8	27%
TOTAL	91	84	7	29	55	35%

FINANCIAL YEAR 2014/2015 PERFORMANCE SUMMARY

NUMBER	KEY PERFORMANCE AREA	NO. OF PROJECTS	NO. OF TARGETS	ACHIEVED	NOT ACHIEVED	EVALUATION PER KPA
1.	SPATIAL RATIONALE					
2.	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT					
3	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT					
4.	LOCAL ECONOMIC DEVELOPMENT					
5.	FINANCIAL VIABILITY					
6.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION					
7.	Total					



THABAZIMBI LOCAL MUNICIPALITY

FOURTH (04th QUARTER) SDBIP (SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN)

PERFORMANCE REPORT

2015/2016 FINANCIAL YEAR (30th JUNE 2016)

STRATEGIC OVERVIEW

VISION

“To be the leading Municipality offering quality services in the most Economic, Affordable, Equitable and Sustainable manner”

MISSION

“To promote, coordinate, implement and ensure the financially and environmentally sustainable growth and development of Thabazimbi with diversified and viable economy that provides an environment and services that benefit all”

BACKGROUND AND OVERVIEW

GENERAL

THE MUNICIPAL PRIORITIES AND DEVELOPMENT OBJECTIVES

The TLM's development objectives are twofold, long-term development objectives and medium-term objectives. The following table highlights the municipal focal strategic development priorities and long-term development objectives as extracted from the IDP/Budget (2015/16):

Priority Area	Development Objectives
1.Access to basic services	1.To facilitate for basic services delivery and infrastructural development / investment
2.Spatial Rationale	2.To promote integrated human settlement and agrarian reform
3. Job Creation	3.To promote local economic development in the Thabazimbi municipal area
4.Financial Viability	4.To improve municipal financial management
5.Organisational Development	5.To build FTM's capacity by way of raising institutional efficiency, effectiveness and competency
6.Good Governance	6.To enhance good governance and public participation

Source: TLM IDB/Budget (2015/16)

KPA 1: SPATIAL RATIONALE

KPA 1: SPATIAL DEVELOPMENT													
STRATEGIC OBJECTIVE: TO ENSURE SUSTAINABLE SPATIAL DEVELOPMENT WITH INTEGRATED HUMAN SETTLEMENTS													
PROJ ECT NO.	PRIORITY	PROJECT NAME	PROBLE M STATEM ENT	LOCATI ON/WAR D	KPI	TARGET	MTEF						Funde r
							2015/16		2016/17		2017/18		
							Annual target	Estimated budget	Annual target	Estimated budget	Annual target	Estimated budget	
LTSD-1	Town Planning	Township Establishment for Northam ext.. 20 (new)	Inadequate residential stands in Northam due to population growth	7,8	Number of layout plans and SG Diagrams produced	1 layout plan 1 SG Diagram	SG Diagrams and ROD	R350 000	Proclamation	R550 000	-	-	TLM
LTSD-2	Town Planning	Purchase of land for cemeteries at Northam and	Current cemeteries have reached their	7,8,9,10, 12	Number of land portions purchased	2	-	-	1	R5 000 000	1	R5 000 000	TLM

		Regorogile	capacity										
LTSD-3	Town Planning	Title Deeds for proclaimed settlements – Rooiberg ext. 2	Residents in Rooiberg ext. 2 do not have the title deeds for their stands.	2	Number of Title Deeds issued	380	380	R230 000	-	-	-	-	TLM
LTSD-4	Town Planning	Rezoning and subdivision - Raphuti Phase 2	Inadequate residential stands due to population growth.	4	Number of land portions rezoned and subdivided	1	-	-	1	R150 000	-	-	TLM
LTSD-5	Town Planning	Township Establishment- Rosseauspoort (Regorogile ext. 10)	Regorogile ext. 10 is not formalized.	9	Number of townships established	1 Township established	-	-	SG Diagrams	R100 000	Proclamation	R150 000	TLM
LTSD-6	Town Planning	Township Establishment- Rooiberg	Inadequate residential stands	2	Number of townships established	1 Township established	-	-	SG Diagrams and ROD	R150 000	Proclamation	R150 000	TLM

		ext. 3 (new)	due to populatio n growth.										
LTSD- 7	Town Planning	Formalisati on of informal settlement s: Skierlik, Smashbloc k, Mamoraka, Phatsima, Matikiring, Dwaalboo m, Raphuti, John Dube, ga- Botha, and Jabulani.	These informal settleme nts do not have formal social and basic services.	All	Number of informal settlements formalized	2	-	-	1	R500 000	1	R500 000	TLM
TOTAL							380	R580 000	3	R6 450 000	2	R5 800 000	

KPA 2: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT
OBJECTIVE: "TO STRENGTHEN INSTITUTIONAL EFFICIENCY AND GOVERNANCE"

KPA 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
STRATEGIC OBJECTIVE: ACHIEVING AND PROMOTING GOOD GOVERNANCE, TRANSPARANCY AND COMMUNITY PARTICIPATION													
PROJEC T NO.	PRIORIT Y	PROJECT NAME	PROBLEM STATEMEN T	LOCAT ION/ WARD	KEY PERFORMA NCE INDICATOR (KPI)	TARGE T	MTEF						Fund er
							2015/16		2016/17		2017/18		
							Target	Estimated Budget	Target	Estimated Budget	Target	Estimated Budget	
LTG- 1	Communi cation	Review of Communicati on Strategy	Poor community involvement in Municipal affairs	All	Number of communicati on strategies reviewed	1	1	R150 000	-	-	-	-	TLM
LTG-2	Internal Audit	Operation Clean Audit	Disclaimer of opinion by AG for the last 3 financial years	All	% Of Audit queries addressed	100	100	R3 800 000	100	R2 800 000	100	R2 000 000	TLM
LTG- 3	IDP	Printing of IDP document.	Inadequate access to information	All	Number of IDP documents printed	200	200	R350 000	200	R400 000	200	R450 000	TLM

LTG- 4	Communi cation	Production of Newsletters	Inadequate communicati on within Municipality	All	Number of newsletters produced quarterly	15 000	-	-	7 500	R750 000	7 500	R800 000	TLM
LTG-5	Communi cation	Re-Branding of the municipality	Poor marketing of the Municipality	All	Number of billboards produced	30	10	R190 000	10	R210 000	10	R225 000	TLM
LTG-6	Communi cation	Mayoral Outreach (Youth day, Heritage day, Disability Day, HIV, Human Rights, Women Day, Family Day)	Poor involvement of the youth, disabled people, people living with HIV in the affairs of the Municipality	All	Number of mayoral outreach programmes conducted	28	28	R2 325 000	28	R2 500 000	28	R2 800 000	TLM
LTG-7	PMS	PMS	Poor Performance Management System	All	Number of PMS Frameworks Developed	1	1	R450 000	-	-	-	-	TLM
LTG-8	PMS	Printing of SDBIP	Inadequate access to information	All	Number of SDBIP Copies Printed	600	200	R150 000	200	R200 000	200	R250 000	TLM

TOTAL	540	R7 415 000	8038	R6 860 000	8038	R6 525 000	
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KPA 3: BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT

OBJECTIVE: "TO FACILITATE FOR IMPROVED BASIC SERVICES DELIVERY AND INFRASTRUCTURAL DEVELOPMENT / INVESTMENT"

KPA 3: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT													
STRATEGIC OBJECTIVES: TO ENSURE THE PROVISION OF AN APPROPRATE LEVEL OF BASIC SERVICES AND THE REQUIRED INFRASTRUCTURE TO EFFECTIVELY MANAGE THE COMMUNITY NEEDS													
PROJECT NO.	PRIORI TY	PROJECT NAME	PROBLE M STATEM NET	LOCA TION/ WAR D	KEY PERFORM ANCE INDICATO R (KPI)	TAR GET	MTEF						Funder
							2015/16		2016/17		2017/18		
							Annual target	Estimated budget	Annual target	Estimated budget	Annual target	Estimated budget	
LTBS-1	Water	Thabazim bi upgrading of water network	Ageing infrastruc ture	2,9,10 and 12	Number of households provided with sustainable water supply	11 000 house holds	-	-	5 500	R20 000 000	5 500	R30 000 000	Anglo American Platinum
LTBS-2	Water	Refurbish ment of	Equipme nt is in a	2,3,4, 9,10	Number of boreholes	12 boreh	4	R1 100 000	4	R800 000	4	R1 500 000	MWIG

		existing boreholes	bad condition	and 12	upgraded	oles							
LTBS-3	Water	Drill, test and equip new boreholes, and reticulation extension	High water demand	2,3,9, 10,12	Number of new boreholes developed, equipped and reticulation extension	7	7	R4 800 000	-	-	-	-	MWIG
LTBS-4	Water	Elevated storage tank (80KL)	Low pressure head for supply of water to higher lying areas	9	KL of additional storage created	80	80	R1 600 000	-	-	-	-	MWIG
LTBS-5	Water	Installation of bulk water meters	Poor water demand management and cost recovery	2,4,7, 8,9,10 ,12	Number of Bulk water meters installed	1 694	-	-	500	R500 000	1 194	R1 000 000	MWIG
LTBS -6	Water	Review Water services	Poor water resource	All	Number of WSDPs reviewed	1	1	R1 500 000	-	-	-	-	TLM

		development plan	s and demand planning										
LTBS-7	Water	Review of Water conservation and demand management strategy (WCWDM)	Poor water demand management and high water losses	All	Number of WCWDM strategies reviewed	1	1	R1 500 000	-	-	-	-	TLM
LTBS-8	Water	Development of Water Safety Plans- (Blue and Green Drops)	Inefficient water management and non-compliance to Blue Drop and Green Drop Certification	1, 2, 3, 4, 5, 6, 7,8,9, 10,11, 12	Number of Safety Plans reviewed	1	1	R1 026 000	-	-	-	-	TLM
LTBS- 9	Water	Domestic water meter replacement	Water meters are not read and	2, 7 and 8	Number of domestic water meters	5 000	-	-	2000	R13 000 000	3000	R15 000 000	TLM

		nts	resulting in loss of revenue		replaced								
LTBS- 10	Water	Regorogile constructio n of a new reservoir	Reservoir s in a bad condition with multiple cracks in the structure and a great amount of water is lost each year	2,9,10 ,12	MI/day of additional storage facilities created	10	10	R20 000 000	-	-	-	-	Anglo American Platinum
LTBS- 11	Water	Raphuti / Leeupoort water purification package plant (0.5ML)	Poor water quality with high content of fluoride	4	Number of Water Purification Package plants installed	1	1	R2 500 000	-	-	-	-	MWIG
LTBS- 12	Water	Thabazim bi and Northam	Poor water distributio	2, 7, 8	Km of pipes	5	-	-	3	R10 000 000	2	R5 000 000	TLM

		Upgrading of Water Reticulation	n in the water network as a result of ageing infrastructure		replaced								
LTBS- 13	Water	Establish Spitskop water Supply Zone	Infrastructure for new developments	2	Number of Feasibility studies conducted	1	-	-	1	R1 500 000	-	-	TLM
LTBS- 14	Sanitation	Thabazimbi upgrading of WWTW	Insufficient waste water treatment capacity and effluent polluting the environment	2,9,10 and 12	ML/day of additional waste water treatment capacity created	1.5	1.5	R14 500 000	-	-	-	-	TLM
LTBS- 15	Sanitation	Northam construction of a new WWTW	Current oxidation ponds overload	7 and 8	ML/day of new waste water treatment capacity	5	-	-	5	R92 000 000	-	-	Anglo American Platinum

			ed		created								
LTBS- 16	Sanitati on	Leeupoort / Raphuti constructio n of sewer reticulation	The current septic tanks and French drains have a potential of contamin ating ground water	4	Km of sewer upgraded	15	-	-	7.5	R15 000 000	7.5	R18 000 000	TLM
LTBS- 17	Sanitati on	Constructi on of VIP toilets in Rooiberg, Skierlik, Dwaalboo m, Jabulani, Phatsima	The current pit latrines have a potential of polluting the environm ent	2,1,3, 4,6	Number of VIP toilets installed at informal settlements	1300	400	R3 213 400	400	R4 000 000	500	R5 500 000	MIG
LTBS- 18	Electric ity	Raphuti and Northam	Insufficie nt visibility	4,7,8	Number of high mast lights	12	4	R2 500 000	4	R3 000 000	4	R4 000 000	MIG

		installation of High mast lights	due to non-street lighting		installed								
LTBS-19	Electricity	Raphuti and Northam installation of Highmast lights	Insufficient visibility due to non-street lighting	4,7,8	Number of streetlights installed	50	21	R2 500 000	29	R3 500 000	-	-	MIG
LTBS- 20	Electricity	Installation of electricity pre-paid meters	Poor revenue collection due to faulty meters and illegal connections	9 & 10	Number of smart meters installed	8 033	3868	R27 000 000	2132	R25 000 000	2033	R26 000 000	TLM/Dep of Energy
LTBS- 21	Electricity	Energy efficiency demand side management	No mechanism demand side management	All	Number of lights retrofitted with energy savings fitting and bulbs	3000	1000	R4 000 000	1000	R4 000 000	1000	R4000 000	DoE

LTBS- 22	Electricity	Raphuti Electrification of RDP Houses	Households without electricity and illegal connections	4	No of HH electrified	200	-	-	200	R6 000 000	-	-	INEP
LTBS- 23	Electricity	Schilpadnest Electrification of Informal Settlement	Households without electricity	3	No of HH electrified	4500 households	-	-	2250	R18 500 000	2250	R19 000 000	TLM
LTBS- 24	Electricity	Replacement of medium voltage overhead and underground lines	Poor electricity distribution	2,9, 10 & 12	Km of MV cables replaced	5km	-	-	2.5	R10 000 000	2.5	R12 000 000	TLM
LTBS-25	Electricity	Replacement of low voltage overhead and underground	Poor electricity distribution	2,9, 10 & 12	Km of LV cables replaced	10km	--	-	5	R15 000 000	5	R15 000 000	TLM

		nd lines											
LTBS-26	Electricity	Replacement of 11KV and 6.6KV switch gears	Ageing equipment	2	Number of switch gears upgraded	45	15	R3 000 000	15	R5 000 000	15	R6 000 000	TLM
LTBS-27	Electricity	Construction of Doornhoek substation	Infrastructure for new developments	2	MVA of additional electricity capacity created	20	-	-	20	R30 000 000	-	-	TLM
LTBS-28	Electricity	Upgrading of mini substations	Faulty and ageing infrastructure	2	Number of mini substations upgraded	13	-	-	8	R10 000 000	5	R5 000 000	TLM
LTBS- 29	Road and Stormwater	Regorogile Paving of Internal Streets (Ward 9,10 and 12)	Poor internal road network resulting in limited accessibility	9,10,12	Km of roads paved	10	4	R6 500 000	4	R15 000 000	2	R7 000 000	MIG
LTBS- 30	Road and	Thabazimbi	Poor internal	2,9, 10 &	Km of new tarred	10	4	R8 339 400	3	R13 500 000	3	R15 000 000	TLM/KU MBA Iron

	Stormwater	construction of new tarred roads	road network resulting in limited accessibility	12	roads constructed								Ore
LTBS- 31	Road and Stormwater	Rooikuilspuit storm water control measures	Poor storm water control	2	Km of stormwater channel/inlet pipes constructed	6km	-	-	3	R 7 000 000	3	R 8 000 000.00	TLM
LTBS- 32	Road and Stormwater	Regorogile storm water control measures	Poor storm water control	9 & 10	Km of stormwater channel/inlet pipes constructed	5km	-	-	5	R 6 000 000	-	-	TLM
LTBS- 33	Road and Stormwater	Northam Extension 5 & 7 upgrading of internal streets	Poor internal road network resulting in limited accessibility	7 & 8	Km of roads paved	10km	2	R 6 000 000	4	R15 000 000	4	R17 000 000	MIG
LTBS- 34	Road and	Eland Street	Poor storm	2	Number of bridges	2	-	-	1	R1 000 000	1	R4 000 000	TLM

	Stormwater	bridge upgrade	water control		upgraded								
LTBS- 35	Road and Stormwater	Deena Street bridge upgrade	Poor storm water control	2	Number of bridges Upgraded	2	-	-	1	R1 000 000	1	R4 000 000	TLM
LTBS- 36	Road and Storm water	Development of roads and storm water master plan	Poor planning and budgeting	All	Develop Roads and storm water master plan	1	-	-	1	R1 500 000	-	-	TLM
LTBS- 37	Road and Storm water	Leeupoort upgrading of stormwater channel	Poor storm water control	4	Km of storm water channel/inlet pipes	3km	-	-	3	R6 000 000	-	-	TLM
LTBS- 38	Road and Storm water	Regorogile Ext. 5 Paving of Internal Streets – Phase 2	Poor internal road network resulting in limited accessibility	9,10,12	Km of roads paved	7km	-	-	4	R8 000 000	3	R6 000 000	TLM
LTBS- 39	Road	Raphuti	Poor	4	Km of	6km	3	R6 000 000	3	R7 000 000	-	-	MIG

	and Storm water	paving of internal streets	internal road network resulting in limited accessibility		roads paved								
LTBS-40	Admin and Council Support	Upgrading of Municipal buildings	Ageing infrastructure	2,7,8,10,4	Improve quality of service delivery standards	100%	100	R3 010 732	-	-	-	-	TLM
LTBS-41	Cemeteries	Thabazimbi, Northam and Raphuti Construction of cemeteries	Current cemeteries full	2, 4,7,8, 9,10,12	Number of cemeteries Constructed	3	-	-	1	R4 000 000	2	R5 000 000	MIG
LTBS-42	Parks	Upgrading of Thabazimbi Parks	Parks in poor conditions	2, 7, 8,10	Number of parks upgraded	15	9	R800 000	3	R1 200 000	3	R1 200 000	TLM
LTBS-43	Solid	Development of new	Current landfill	2,4,7,	Number of landfill sites	4	3	R4 500 000	1	R4 000 000	-	-	MIG and

	Waste	landfill sites	site overload ed	8	constructed								TLM
LTBS-44	Sports and Recreation	Upgrading of sport and recreation facilities	Ageing infrastructure	2,4,7,8	Number of sport and recreation facilities upgraded	5	3	R3 500 000	1	R4 000 000	1	R4 500 000	MIG
LTBS-45	Solid Waste	Purchase of a 22 cubic meter compactor truck.	Insufficient waste collection vehicles	7,8	Number of 22 cubic meter compactor trucks purchased	1	-	-	1	R2 000 000	-	-	TLM
LTBS-46	Solid Waste	Thabazimbi upgrading of Weigh Bridge at landfill site	Weigh Bridge in poor condition	2	Number of Weigh Bridges upgraded	1	-	-	1	R1 000 000	-	-	TLM
LTBS-47	Solid Waste	Development of Thabazimbi and Northam Waste Buy Back	Poor waste management and recycling	2,7,8,9,10,12	Number of waste buy back centres developed	2	1	R25 000 000	1	R25 000 000	-	-	PPC Mine/TLM

		Centres											
LTBS-48	Licensing	Road intersection markings	Faded road surface	All	Number of intersections marked	1800	600	R350 000	600	R400 000	600	R450 000	TLM
LTBS- 49	Licensing	Upgrading of Thabazimbi Vehicle Testing Station	Ageing infrastructure	2	Number of vehicle training station upgraded	1	1	R1 000 000	-	-	-	-	TLM
LTBS-50	Licensing	Construction of parking bays	Inadequate parking space	2	Number of parking bays constructed	100	50	R650 000	50	R800 000	-	-	TLM
LTBS-51	Licensing	Installation of Traffic signs	Poor free flow of traffic	All	Number of traffic signs installed	1 800	600	R300 000	600	R400 000	600	R500 000	TLM
LTBS-52	Library	Development of Library facilities.	Insufficient Library facilities	2,7,8,9,10,12	Number of Library facilities constructed	3	1	R10 000 000	1	R11 000 000	1	R12 000 000	DSAC
Total							6 795 .5	R166 629 532	15 378	R425 200 000	16 74646	R251 650 000	

KPA 4: LOCAL ECONOMIC DEVELOPMENT

OBJECTIVE: "TO PROMOTE ECONOMIC DEVELOPMENT IN THE FETAKGOMO MUNICIPAL AREA"

KPA 3:LOCAL ECONOMIC DEVELOPMENT													
STRATEGIC OBJECTIVE: TO ENSURE A BETTER LIFE FOR ALL COMMUNITIES THROUGH LOCAL ECONOMIC DEVELOPMENT AND JOB CREATION.													
PRO JEC T NO.	PRIORIT Y	PROJECT NAME	PROBLE M STATEM ENT	LOCATI ON/ WARD	KEY PERFORMAN CE INDICATOR (KPI)	TARGET	MTEF						Funde r
							2015/16		2016/17		2017/18		
							Annual target	Estimated budget	Annual target	Estimated budget	Annual target	Estimated budget	
LTLE D-1	LED	Market Municipal economic potential through media publications and exhibitions	Inadequa te exposure of the economic potential	All	Number of media publications and exhibitions	3 Media Publicati ons and 3 exhibition s	1 Media Publica tion and 1 exhibiti on	R150 000	1 Media Public ation and 1 exhibi tion	R180 000	1 Media Publica tion and 1 exhibiti on	R200 000	TLM
LTLE D-2	LED	LED Support (Skills development for SMMEs & emerging farmers)	No funding for coordinati ng the LED	All	% of budget spent on LED Support	100	100	R250 000	100	R250 000	100	R300 000	TLM

			initiatives										
LTLE D-3	LED	Thabazimbi construction of Market Stalls	Unstructured informal businesses/trading	2	Number of market stalls constructed	24	-	-	24	R3 500 000	-	-	SIOC
LTLE D-4	LED	Organic Farming – Agro processing and vegetable packaging – co-operatives support	No sustainable agricultural secondary activities.	All	Number of co-operatives supported	2	1	R4 500 000	1	R4 500 000	-	-	Kumba Mine
LTLE D-5	LED	Establish a Business Development Centre	Low skills capacity of local SMMEs	All	Number of Business Development centres developed	1	-	-	-	-	1	R2 000 000	Private Sector
LTLE D-6	LED	Tourism Information Centre-Maintenance	Unstructured tourism information.	All	Number of Tourism Information Centre Maintained	1	1	R500 000	-	-	-	-	Kumba Mine

TOTAL	102	R5 400 000	125	R8 430 000	101	R2 500 000	
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KPA 5: FINANCIAL VIABILITY

Objective: *"To improve municipal finance management"*

KPA: FINANCIAL VIABILITY MANAGEMENT													
STRATEGIC OBJECTIVE: TO IMPROVE THE FINANCIAL PERFORMANCE AND POSITION OF THE MUNICIPALITY													
PROJ ECT NO.	PRIORIT Y	PROJECT NAME	PROBLE M STATEM ENT	LOCATI ON/WAR D	KPI	TARGET	MTEF						Funder
							2015/16		2016/17		2017/18		
							Annual target	Estimated budget	Annual target	Estimated budget	Annual target	Estimated budget	
LTF-1	Finance	Compilation of Fixed Asset Register	No GRAP compliant FAR	ALL	Number of GRAP 17 FAR compiled	1	1	R3 725 000	1	R3 000 000	1	R2 500 000	TLM
LTF-2	Finance	Credit control and debt management	Low revenue collection rate	ALL	% Of revenue billed collected.	85	85	R3 500 000	90	R2 500 000	100	R2 000 000	TLM
LTF-3	Finance	Meter reading	Inconsist ent meter readings	All	% Of meters read monthly	100	100	R900 000	100	R800 000	-	-	TLM

KPA: FINANCIAL VIABILITY MANAGEMENT													
STRATEGIC OBJECTIVE: TO IMPROVE THE FINANCIAL PERFORMANCE AND POSITION OF THE MUNICIPALITY													
PROJ ECT NO.	PRIORIT Y	PROJECT NAME	PROBLE M STATEM ENT	LOCATI ON/WAR D	KPI	TARGET	MTEF						Funder
							2015/16		2016/17		2017/18		
							Annual target	Estimated budget	Annual target	Estimated budget	Annual target	Estimated budget	
LTF-4	Finance	Preparation of Supplement ary Valuation rolls	Inconsist ent Valuation roll is in use.	All	% Of supplementary taxes implemented.	100	100	R3 200 000	100	R2 100 000	100	R1 100 000	TLM
TOTAL							286	R11 325 000	291	R8 400 000	201	R5 600 000	

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OBJECTIVE: "TO ENHANCE GOOD GOVERNANCE AND PUBLIC PARTICIPATION"

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
STRATEGIC OBJECTIVE: ACHIEVING AND PROMOTING GOOD GOVERNANCE, TRANSPARANCY AND COMMUNITY PARTICIPATION													
PROJEC T NO.	PRIORIT Y	PROJECT NAME	PROBLEM STATEMEN T	LOCAT ION/ WARD	KEY PERFORMA NCE INDICATOR (KPI)	TARGE T	MTEF						Fund er
							2015/16		2016/17		2017/18		
							Target	Estimated Budget	Target	Estimated Budget	Target	Estimated Budget	
LTG- 1	Communi cation	Review of Communicati on Strategy	Poor community involvement in Municipal affairs	All	Number of communicati on strategies reviewed	1	1	R150 000	-	-	-	-	TLM
LTG-2	Internal Audit	Operation Clean Audit	Disclaimer of opinion by AG for the last 3 financial years	All	% Of Audit queries addressed	100	100	R3 800 000	100	R2 800 000	100	R2 000 000	TLM
LTG- 3	IDP	Printing of IDP document.	Inadequate access to information	All	Number of IDP documents	200	200	R350 000	200	R400 000	200	R450 000	TLM

					printed								
LTG- 4	Communi cation	Production of Newsletters	Inadequate communicati on within Municipality	All	Number of newsletters produced quarterly	15 000	-	-	7 500	R750 000	7 500	R800 000	TLM
LTG-5	Communi cation	Re-Branding of the municipality	Poor marketing of the Municipality	All	Number of billboards produced	30	10	R190 000	10	R210 000	10	R225 000	TLM
LTG-6	Communi cation	Mayoral Outreach (Youth day, Heritage day, Disability Day, HIV, Human Rights, Women Day, Family Day)	Poor involvement of the youth, disabled people, people living with HIV in the affairs of the Municipality	All	Number of mayoral outreach programmes conducted	28	28	R2 325 000	28	R2 500 000	28	R2 800 000	TLM
LTG-7	PMS	PMS	Poor Performance Management System	All	Number of PMS Frameworks Developed	1	1	R450 000	-	-	-	-	TLM
LTG-8	PMS	Printing of SDBIP	Inadequate access to information	All	Number of SDBIP Copies	600	200	R150 000	200	R200 000	200	R250 000	TLM

					Printed								
TOTAL							540	R7 415 000	8038	R6 860 000	8038	R6 525 000	

**PROJECTS/PROGRAMMES BY OTHER SECTORS
FINANCIAL YEAR 2015/16**

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure management of the bulk water systems and increase water delivery and supply							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To ensure sufficient and sustainable water supply by increasing storage facilities	MI of additional storage facilities created	17.2MI storage facilities available in Thabazimbi town and Regorogile	MTS, BS&ID	10	Skilled Personnel Adequate budget	Sustainable water provision	Sufficient and sustainable water supply Improved water balance Sufficient and sustainable 48-hour water supply during

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure management of the bulk water systems and increase water delivery and supply							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
							maintenance

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure compliance to Blue Drop requirements in a sustainable way by high quality standards							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To ensure the safety of drinking water.	Number of safety plans reviewed	Safety plan outdated	MTS, BS&ID	1	Adequate funding Human Resources	Improved water safety	Compliance with DWS water safety standards.

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure compliance to Blue Drop requirements in a sustainable way by high quality standards							
					WSDP		
To provide quality water and an environment not harmful to human health	% Of households with access to clean and safe drinking water	93% of households had access to water by 30 June 2014	MTS, BS&ID	95	Adequate funding Human Resources WSDP	Improved water quality	Access to potable water
To ensure efficient and sustainable water resource planning and management	Number of WSDPs reviewed	WSDP outdated	MTS, BS&ID	1	Adequate funding Human Resources WSDP	Improved water supply, distribution and management	Proper planning of water resources and demand management

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure compliance to Blue Drop requirements in a sustainable way by high quality standards							
To create safe and healthy environment	Number of water samples collected for water quality monitoring	12 water samples collected as at 30 June 2014	MTS, BS&ID	12	Adequate funding Human Resources WSDP	Availability of results of samples collected and tested	Safe and healthy community

Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To provide a sustainable waste water quality that improves the health, hygiene and environment of the inhabitants	MI/day of additional waste water treatment capacity created	Thabazimbi WWTW upgraded as at 30 June 2006 Thabazimbi WWTW capacity = 3.0MI/d	MTS, BS&ID	1.5	Adequate budget Feasibility study	Provision of sustainable sanitation facilities	Improved effluent quality and disease free environment

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure compliance to Blue Drop requirements in a sustainable way by high quality standards							

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure management of the bulk water loss in all systems							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To ensure effective coordination and implementation of water conservation and demand management strategies	% Reduction of water loss in all water systems	30% of water loss as at 30 June 2014	MTS, BS&ID	15	Skilled Personnel WCDM strategy Adequate funding	Improving on water loss	Accurate water accounting Increased water supply

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure management of the bulk water loss in all systems							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
	Number of hours taken to respond and fix a burst water pipe	5 Hours taken to respond to a call and fix a burst pipe	MTS, BS&ID	3	Skilled Personnel Adequate funds	Improving on water loss reduction	Good turnaround time
To ensure effective coordination and implementation of water conservation and demand management strategies	Number of activities held to educate consumers about water conservation	2 Activities held as at 30 June 2014	MTS, BS&ID	12	Human and material resources	Number of activities held	Well informed consumers

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure							
Objective	KPI	Current	Responsible	Annual Target	Input	Output	Outcome Indicators

		Baseline Indicators	Manager/Council Committee	2015/16	Indicators	Indicators	
To ensure provision of new roads infrastructure while upgrading the existing infrastructure	Km of new roads paved in Regorogile	1Km of roads paved as at 30 June 2014	MTS, BS&ID	4	Skilled Personnel	Improving road usage and safety for all users	Improved traffic flow
					Adequate funds		
	Km of new tarred roads constructed in Thabazimbi	No new roads tarred as at 30 June 2012		4	Skilled Personnel		
					Adequate funds		
	KM of roads paved in Northam	2Km of roads paved as at 30 June 2012		2		Improving road usage and safety for all users	Improved traffic flow
	Km of roads paved in Raphuti	No new roads paved as at 30 June 2014			Skilled Personnel	Improving road usage and safety for all users	

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT
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KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
				3	<div>Adequate funds</div> <div>Skilled Personnel</div> <div>Adequate funds</div>		Improved traffic flow

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure.							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To ensure provision of new sanitation infrastructure while upgrading existing infrastructure	Number of VIP toilets installed at informal settlements	1300 Pit toilets used at informal settlements	MTS, BS&ID	400	Adequate funding Human Resources	Provision of sustainable sanitation facilities for all	Disease free environment for all
To coordinate and monitor infrastructure development for the provision and access to services	Number of municipal building facilities upgraded	2 Building facilities upgraded as at 30 June 2014	MTS, BS&ID	3	Adequate funds	Upgraded municipal building facilities	Improved access to services

Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure.							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To ensure provision of new roads infrastructure while upgrading the existing infrastructure	Km of new roads paved in Regorogile	1Km of roads paved as at 30 June 2014	MTS, BS&ID	4	Skilled Personnel Adequate funds	Improving road usage and safety for all users	Improved traffic flow
	Km of new tarred roads constructed in Thabazimbi	No new roads tarred as at 30 June 2012		4	Skilled Personnel Adequate funds		
	KM of roads paved in Northam	2Km of roads paved as at 30 June 2012		2		Improving road usage and safety for all users	Improved traffic flow
	Km of roads	No new roads			Skilled	Improving road usage and safety	

	paved in Raphuti	paved as at 30 June 2014		3	Personnel Adequate funds Skilled Personnel Adequate funds	for all users	Improved traffic flow
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KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: Provide safety and security to human life & To improve the free flow of traffic							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To ensure roadworthiness of vehicles	Number of testing station upgraded.	Dilapidated vehicle testing station	Manager Public Safety /BS&ID	1	Adequate funds Skilled	Improved road safety	Safe roads

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: Provide safety and security to human life & To improve the free flow of traffic							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
					personnel		
To improve the free flow of traffic	Number of traffic signs installed	550 Traffic signs installed as at 30 June 2014	Manager Public Safety /BS&ID	600	Adequate funds Skilled personnel	Increased number of traffic signals	Safe roads
	Number of intersections marked	250 Intersections were marked as at 30 June 2014	Manager Public Safety /BS&ID	600	Adequate funds Skilled personnel	Increased number of marked intersections	Safe roads

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: Provide safety and security to human life & To improve the free flow of traffic							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To ensure a clean and healthy environment thorough regular provision of refuse removal services to existing and new developments	% Of households with access to solid waste removal services	80% Households with access to solid waste removal services as at June 2014	Manager Community Services/BS&ID	95	Personnel Adequate budget Community involvement Equipment	Improved cleanliness at household level.	Clean and healthy environment for the well- being of communities

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: Provide safety and security to human life & To improve the free flow of traffic							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To ensure compliance with national legislation/policies by reducing the amount of waste disposed at landfill sites through the implementation of appropriate waste minimization strategies	% Compliance with landfill site permits conditions and NEMA	30% Compliance with permit conditions and NEMA as at June 2014	Manager Community Services/BS&ID	80	Adequate funding IWMP 3 licensed landfill sites	Well-functioning landfill sites, complying with permit conditions and NEMA	Clean and healthy environment for the wellbeing of citizens
To ensure roadworthiness of vehicles	Number of testing station upgraded.	Dilapidated vehicle testing station	Manager Public Safety /BS&ID	1	Adequate funds Skilled personnel	Improved road safety	Safe roads

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: Provide safety and security to human life & To improve the free flow of traffic							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To improve the free flow of traffic	Number of traffic signs installed	550 Traffic signs installed as at 30 June 2014	Manager Public Safety /BS&ID	600	Adequate funds Skilled personnel	Increased number of traffic signals	Safe roads
	Number of intersections marked	250 Intersections were marked as at 30 June 2014	Manager Public Safety /BS&ID	600	Adequate funds Skilled personnel	Increased number of marked intersections	Safe roads

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: Provide safety and security to human life & To improve the free flow of traffic							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To ensure a clean and healthy environment through regular provision of refuse removal services to existing and new developments	% Of households with access to solid waste removal services	80% Households with access to solid waste removal services as at June 2014	Manager Community Services/BS&ID	95	Personnel Adequate budget Community involvement Equipment	Improved cleanliness at household level.	Clean and healthy environment for the well- being of communities
To ensure compliance with national legislation/policies by reducing the amount of waste disposed at landfill sites through the implementation of	% Compliance with landfill site permits conditions and NEMA	30% Compliance with permit conditions and NEMA as at June 2014	Manager Community Services/BS&ID	80	Adequate funding IWMP 3 licensed landfill sites	Well-functioning landfill sites, complying with permit conditions and NEMA	Clean and healthy environment for the wellbeing of citizens

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: Provide safety and security to human life & To improve the free flow of traffic							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
appropriate waste minimization strategies							

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To manage the waste effectively	Number of landfill sites developed	3 licensed landfill sites (Thabazimbi, Northam and Leeupoort/Raphuti)	Manager Community Services/BS&ID	3	Adequate funds Draft Integrated Waste	Well-developed landfill sites.	Compliance with Environmental regulations.

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
		as at 30 June 2014			Management Plan (IWMP)		

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To promote healthy lifestyles through provision of sport and recreation facilities accessible to all communities							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To provide basic sport and recreation facilities	Number of basic sporting and recreation facilities upgraded	1 sport and recreation facility upgraded as at 30 June 2014	Manager Community Services/BS&ID	3	Adequate funds Personnel Existing sport and recreation facilities	Increased capacity of sport and recreation facility	Healthy lifestyles and talent development

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To provide new parks while upgrading existing parks and open spaces	Number of parks upgraded	9 dilapidated parks	Manager Community Services / Basic Services and Infrastructure development	9	Adequate funds Skilled personnel Suitable zoned land	Upgraded parks and open spaces closer to communities	Safe and healthy leisure environment for all
To increase access to licensing services	Number of parking bays constructed	50 Undeveloped open bays as at 30 June 2014	Manager Community Services / Basic Services and Infrastructure development	50	Adequate funds Open bays available	New parking bays	Improved accessibility to licensing services.

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
					Skilled personnel		
To ensure provision of electricity infrastructure while upgrading the existing infrastructure	Number of switch gears upgraded	6 switch gears upgraded as at 30 June 2014	MTS, BS&ID	15	Adequate funds	Upgraded switch gears	Improved switching and electricity sustainability
To improve public lighting	Number of street lights and high mast lights installed	21 street lights installed as at 30 June 2013	MTS, BS&ID	8 High mast lights 20 street lights	Adequate funds Skilled personnel	New installed street lights and high mast lights	Improved public lighting

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure effective and sustainable electricity distribution							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To ensure effective and sustainable electricity supply	% Reduction of electricity loss in all electricity systems	21% of electricity loss as at 30 June 2014	MTS, BS&ID	10	Skilled Personnel	Reduction in electricity losses	Accurate electricity accounting Increased electricity supply
To ensure effective and sustainable electricity supply	Number of hours taken to successfully restore outages	4 Hours taken to successfully restore outages	MTS, BS&ID	2	Skilled Personnel Adequate funds	Improving on electricity loss reduction	Good turnaround time

To ensure energy saving and demand management of electricity	Number of lights retrofitted with energy savings fitting and bulbs	1000 lights equipped with high pressure sodium and mercury vapour bulbs as at 30 June 2014	MTS, BS&ID	1000	Skilled Personnel Adequate funds	Improving on electricity losses and energy saving	Energy saving and revenue enhancement
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KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION							
Strategic Objective: To ensure accountability and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To ensure effective and efficient reporting	Number of reports submitted for Performance Measurement	3 Quarterly reports submitted as at 30 June 2014	MM	4	Skilled Personnel	Monitoring of performance	Good Governance
	Number of Performance management systems	Outdated PMS	MM, Div. Head PMS	1	Skilled personnel	Monitoring of performance	Enhanced municipal performance

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION							
Strategic Objective: To ensure accountability and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
	upgraded				Budget		

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION							
Strategic Objective: To ensure effective management of risk and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To ensure compliance with fraud and prevention strategy	Number of activities implemented on fraud & prevention strategy	1 Fraud and prevention activity implemented as at 30 June 2014	MM, CIA	4	Personnel	Compliance with fraud prevention strategy	Good governance

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION							
Strategic Objective: To ensure effective management of risk and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To ensure internal controls and sound corporate governance	Number of Audit committee meetings held	4 Audit committee meetings held as at 30 June 2014	MM, CIA	4	Skilled personnel Adequate budget	Compliance with legislation	Good Governance
To ensure internal controls and sound corporate governance	Number of Audit charters reviewed	2 Audit Charters reviewed as at 30 June 2014	MM, CIA	2	Skilled personnel Adequate budget	Compliance with legislation	Compliance with legislation
To formulate a Risk-based plan to align the priorities of	Number of Internal	Internal Audit Plan reviewed as	MM, CIA	1	Adequate	Compliance with	Compliance

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION							
Strategic Objective: To ensure effective management of risk and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
the Thabazimbi Local Municipality	Audit Plans reviewed	at 30 June 2014			budget Skilled personnel	legislation	with legislation
To strengthen communication with internal and external stakeholders	Number of Public participation strategies developed	No public participation strategy in place	MM, Div. Head Communications	1	Adequate budget Skilled personnel	Developed Public participation strategies	Well informed and participating community

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION							
Strategic Objective: To ensure effective management of risk and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To promote the involvement of stakeholders in Council affairs in order to ensure regular consultation between council & the community	Number of ward committee meetings held	All 12 ward committees established and functional	MM, Manager in the MM's office	12	Personnel budget	Community matters responded to	Good governance
	Number of Mayoral outreach programs conducted	1 Mayoral outreach program conducted as at 30 June 2014		4	Personnel adequate funding	Mayoral outreach programs conducted	Strengthened community relations
To promote the involvement of stakeholders in Council affairs in order to ensure regular consultation between council & the community	Number of B2B meetings held	No baseline	MM, Manager in the MM's office	12 (new target)	Personnel budget	Community matters responded to	Informed community
To promote the involvement of stakeholders in Council	% Of B2B action	No baseline	MM, Manager in the	100 (new	Personnel	Community matters	Informed

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION							
Strategic Objective: To ensure effective management of risk and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
affairs in order to ensure regular consultation between council & the community	plan issues resolved		MM's office	Target)	budget	responded to	community
To market municipal programs and projects	Number of billboards produced and installed	No billboards produced and installed as at 30 June 2014	MM, Div. Head Communications	10	Adequate budget Skilled personnel	Improved marketing	A well marketed Municipality
To promote the involvement of stakeholders in Council's affairs	Number of reports submitted to Section 79 political monitoring committees by ward committees	4 Reports submitted	MM, Manager in the MM's office	6	Personnel budget	Community matters responded to	Informed community

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION							
Strategic Objective: To ensure effective management of risk and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To promote performance measurement and reporting	No of PMS Frameworks developed	PMS Framework outdated	MM, Divisional Head PMS	1	Skilled Personnel Adequate Budget PMS Policy	Developed PMS Framework	Transparency and accountability
To guide and inform the municipal planning, budget, management and development actions	Number of SDBIP documents reviewed	SDBIP reviewed annually	MM, Divisional Head PMS	1	Personnel budget	Developed and reviewed SDBIP	Budget, IDP and SDBIP alignment

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION							
Strategic Objective: To ensure effective management of risk and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
	Number of SDBIP document printed and distributed to stakeholders	50 copies printed and distributed to stakeholders as at 30 June 2014	MM, Divisional Head PMS	200	Adequate Budget	Printed SDBIP copies	Informed community and stakeholders
To encourage and improve communication	No of activities implemented on communication strategy	2 Activities implemented	MM, Divisional Head communications	4	Personnel budget	Improved communication	A well informed and participating community in municipal activities

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION							
Strategic Objective: To ensure effective management of risk and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To promote customer care	No of activities undertaken to improve customer care	1 activity undertaken as at 30 June 2014	MM, Divisional Head communications	6	Personnel budget	Improved communication	A well informed and participating community in municipal activities
To contribute towards improving quality life through integrated services for the children, women, person's with disability and the elderly persons and people living with HIV and AIDS.	Number of activities initiated to develop Guidelines for the Mainstreaming of Special Programmes, adopted by the council and implemented	5 Activities undertaken as at 30 June 2014	MM, Divisional Head communications.	6	Municipal personnel	Clear guideline on mainstreaming and the implementation of special programmes.	Improved well-being of persons classified under special program
To initiate programs directed at combating crimes substance abuse and social	Number of social activities conducted to address the	5 Activities undertaken as at 30 June 2014	MM, Manager in the Mayor, Speaker and Chief Whip's offices	4	Resources as provided for in the budget	Drug and alcohol abuse campaigns. Love life program.	Improved lifestyle amongst the

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION							
Strategic Objective: To ensure effective management of risk and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
decay of youth.	wellbeing of the Youth					Crime and teenage pregnancy prevention campaigns and sport and recreation programmes	youth
To address the needs and challenges of young men and women by accommodating their specific issues relating to youth development	Number of programmes created to assist the youth in their livelihoods	1 Activity undertaken as at 30 June 2014	MM, Manager in the Mayor, speaker and Chiefwhip's offices.	6	Resources as provided for in the budget	Career expo guidance in schools Business development workshops for young entrepreneurs	Skilled and employable youth Active participation of young people into the economy of within the municipality
To ensure coordination of all municipal events	Number of annual events calendar developed	1 events calendar developed as at 30 June 2014	MM, Divisional Head communications	1	Personnel budget	All activities implemented	Successful coordination and communication of planned

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION							
Strategic Objective: To ensure effective management of risk and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
							events
To guide and inform the municipal planning, budget, management and development actions	Number of IDP documents reviewed	Existing 2011-2016 IDP reviewed annually	MM, IDP Manager	1	Personnel budget	Developed and reviewed IDP	Budget and IDP alignment
	Number of IDP document printed and distributed to stakeholders	200 copies printed as at 30 June 2014	MM, IDP Manager	200	Personnel budget	Printed IDP copies	Informed community and stakeholders

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION							
Strategic Objective: To ensure effective management of risk and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To ensure improved and effective governance	% Of audit queries addressed	Disclaimer audit opinion received 2013/14 financial year Audit Action plan developed Audit steering committee established	MM, CIA	100	Adequate budget Skilled personnel	Improved audit opinion	Financial viability, sustainability, accountability and good governance

KPA: FINANCIAL VIABILITY AND MANAGEMENT							
Strategic Objective: To improve the financial performance and position of the municipality							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target'	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To ensure effective management of working capital	Decrease in debtors to revenue ratio	Ratio of (1:1.6) as at 30 June 2014	CFO/ Finance, Institutional Development and Transformation	Ratio (1:1)	Adequate Skilled workforce. Budget Monthly credit control reports	Reduction in debtors' balances due to payments.	Financial viability and sustainability.
	% Of all amounts billed collected	50% Collection Rates as at 30 June 2014	CFO/ Finance, Institutional Development and Transformation	85	Monthly and quarterly reporting on outstanding debts and billing reports Skilled personnel.	12 debtors billing reports and analysis schedule	Financial viability and sustainability. Improved financial Viability.

KPA: FINANCIAL VIABILITY AND MANAGEMENT							
Strategic Objective: To improve the financial performance and position of the municipality							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target*	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To maintain a comprehensive and uniform valuation roll	Number of times the supplementary valuation roll is updated	1 Supplementary valuation roll prepared and implemented as at 30 June 2014	CFO/ Finance, Institutional Development and Transformation	1	Promulgated by-laws Property rates policy Skilled personnel Supplementary valuation report	Levying of supplementary taxes	Improved financial viability of the Municipality
To ensure compliance with prescribed accounting standards and legislation	% Compliance with GRAP reporting framework	90% Compliance with GRAP reporting framework as at 30 June 2014	CFO/ Finance, Institutional Development and Transformation	100	Skilled personnel Budget Audited AFS	GRAP compliant Annual Financial Statements	Improved audit Outcome

KPA: FINANCIAL VIABILITY AND MANAGEMENT							
Strategic Objective: To improve the financial performance and position of the municipality							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target*	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
					Audit Report		
To ensure compliance with budget and reporting regulations	Number of compliant in-year reports submitted on time	<p>12 monthly section 71 reports submitted as at 30 June 2014</p> <p>4 quarterly Section 52 reports submitted as at 30 June 2014</p> <p>1 mid-year budget and performance assessment report submitted as at 30 June 2014</p>	CFO/ Finance, Institutional Development and Transformation	<p>12 monthly section 71 reports</p> <p>4 quarterly Section 52 reports</p> <p>1 mid-year budget and</p>	Adequate skilled personnel	Submitted reports to Treasury and council timely	Compliance with Regulations.

KPA: FINANCIAL VIABILITY AND MANAGEMENT							
Strategic Objective: To improve the financial performance and position of the municipality							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target'	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
				performance assessment report			
	% Compliance with budget & reporting regulation framework	80% Compliance with budget & reporting regulation framework	CFO/ Finance, Institutional Development and Transformation	100	Skilled personnel Annual Budget Budget Steering Committee	Approval of the final budget document on time by council.	Compliance with regulations, MBRR and the Constitution etc.
To fully comply with Supply Chain Regulations and National Treasury Guidelines on procurement processes	% Compliance with SCM regulations	30% Compliance with SCM regulations as at 30 June 2014	CFO/ Finance, Institutional Development and Transformation	100	Skilled personnel SCM policy MFMA	Compliance with the SCM regulations and POLICY.	Improved service Delivery and compliance With regulations.

KPA: FINANCIAL VIABILITY AND MANAGEMENT							
Strategic Objective: To improve the financial performance and position of the municipality							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target'	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
Maintain & upgrade existing financial system	Number of improved controls, procedures and systems implemented	5 Controls, procedures and systems implemented as at 30 June 2014	CFO/ Finance, Institutional Development and Transformation	12	Skilled personnel. Budget Steering Committee	Procedure manuals developed and implemented	Improved financial management viability and sustainability.
	Number of Budget Related policies reviewed	7 Budget Related policies reviewed as at 30 June 2014		9		Reviewed & approved budget related policies	
To maintain a consistent and efficient monthly billing of services	% Of meters read monthly	65% of meters were consistently being read as at 30 June 2014.	CFO/ Finance, Institutional Development and Transformation	100	Monthly Progress meetings and reports provided	Reduction in customer complaints and improved service	Improved financial management viability and sustainability

KPA: FINANCIAL VIABILITY AND MANAGEMENT							
Strategic Objective: To improve the financial performance and position of the municipality							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
					Budget		
To extend service delivery to the community	Number of extended pay points available to the community	5 Pay points available as at 30 June 2014	CFO/ Finance, Institutional Development and Transformation	3	Adequate Budget	Additional pay points built and functional	Improved service convenience to the community.
To ensure adequate safe guarding of municipal assets	Number of times Assets verifications are performed	1 Asset Verification performed as at 30 June 2014	CFO/ Finance, Institutional Development and Transformation	2	Skilled Workforce Budget	GRAP compliant FAR	Improved Audit Opinion Safe guarding of municipal assets

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT							
Strategic Objective: The provision of effective, efficient and transformed human capital							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To capacitate employees in order to enhance service delivery	% Of municipality's budget spent on implementing Workplace Skills Plan	20% of the total budget spent on the implementation of skills development as at 30 June 2014	MCS / Finance, Institutional Development and Transformation	100	Adequate Budget Skilled personnel WSP	Well trained workforce	Transformed and productive workforce

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT							
Strategic Objective: Establish a competitive human capital and regulatory frameworks.							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT							
Strategic Objective: Establish a competitive human capital and regulatory frameworks.							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To ensure compliance with Labour Relations Act	% Compliance to LRA	50% Compliance to LRA as at 30 June 2014	MCS / Finance, Institutional Development and Transformation	100	LRA Skilled personnel HR Policies	Competent Workforce	Compliance with LRA and transformed workforce
To ensure compliance with OHS Act	% Compliance with OHS Act	30% Compliance with OHS Act as at 30 June 2014	MCS / Finance, Institutional Development and Transformation	100	Skilled personnel HR Policies OHS Act	Enhanced safety in workplaces	A well protected workforce

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT							
Strategic Objective: Establish a competitive human capital and regulatory frameworks.							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To maintain healthy relationship with labour organizations	Number of LLF meetings held	6 LLF meetings held as at 30 June 2014	MCS / Finance, Institutional Development and Transformation	10	Skilled personnel	Enhanced labour relations	Improved service delivery and labour relations
To ensure effectiveness and functionality of the institution	Number of job descriptions developed	60 job descriptions developed as at 30 June 2014	MCS / Finance, Institutional Development and Transformation	409	Personnel Reviewed Organizational Structure	Developed Job Descriptions	Improved service delivery
To ensure functionality of council, EXCO and council committees	% Of Council Resolutions implemented	60% of Council Resolutions implemented as at 30 June 2014	MCS / Finance, Institutional Development and Transformation	100	Council Resolutions Register Personnel Budget	Council Resolutions Implemented	Good Governance
To ensure functionality	Develop an	Annual schedule developed as	MCS / Finance, Institutional		Personnel budget	Developed	Good Governance

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT							
Strategic Objective: Establish a competitive human capital and regulatory frameworks.							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
of council, EXCO and council committees	annual schedule of council, EXCO and council committees	at30 June 2014	Development and Transformation	1		Annual schedule	
To ensure effective provision of services	Number of vehicles acquired	Old and insufficient Fleet	MCS / Finance, Institutional Development and Transformation	15	Budget	Purchased fleet	Improved service delivery

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT							
Strategic Objective: The provision of legal, administrative and council support services							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To provide legal regulations for the local	Number of by-laws	11 By-laws have been	MCS / Finance, Institutional	21	Adequate Budget	Enhanced legal	Good Governance

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT							
Strategic Objective: The provision of legal, administrative and council support services							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
community	promulgated	promulgated as at 30 June 2014	Development and Transformation		Skilled personnel	regulations	
To ensure orderly spatial planning and sustainable development	% Enforcement of National Building Regulations Act, By-Laws and LUMS	30% Enforcement of National Building Regulations Act, By-Laws and LUMS as at 30 June 2014	MCS / Finance, Institutional Development and Transformation	100	Building Regulations By-Laws Skilled Personnel Adequate Budget	Compliance with National Building Regulations Act, By-Laws and LUMS	Compliance with National Building Regulations Act, By- Laws and LUMS

KPA: LED AND SPATIAL DEVELOPMENT							
Strategic Objective: To ensure sustainable spatial development and inclusive economic growth.							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
To develop integrated human livelihoods within the Municipal area on an ongoing basis	Number of layout plans and SG Diagrams produced	2 Townships proclaimed as at 30 June 2014	Manager PED/ BS&ID council committee	1 layout plan 1 SG Diagram	Adequate Budget Municipal Land	Layout plan and SG Diagrams produced	Sustainable developments
To develop integrated human livelihoods within the Municipal area on an ongoing basis.	% Of identified land use and building contraventions referred to Corporate Services	30% Building and Land use contraventions identified as at 30 June 2014	Manager PED/ BS&ID council committee	100	Building Regulations By-Laws Skilled Personnel Adequate Budget	Compliance with National Building Regulations Act, By-Laws and LUMS	Compliance with National Building Regulations Act, By-Laws and LUMS
To ensure property ownership to the Rooiberg Ext. 2	Number of Title Deeds issued to	380 Houses allocated to beneficiaries at	Manager PED/ BS&ID council committee	380	Adequate Budget	Title Deeds issued to	Property ownership

KPA: LED AND SPATIAL DEVELOPMENT							
Strategic Objective: To ensure sustainable spatial development and inclusive economic growth.							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
community by 2016	beneficiaries	Rooiberg Ext. 2			Skilled personnel	beneficiaries	
To create a conducive environment for business development and growth for job creation on a continuous basis	% Of Investment proposals received and processed	80% of received Investment proposals processed as at 30 June 2014	Manager PED/ BS&ID council committee	100	Skilled personnel, SDF LED strategy	Processed Investment proposals	Sustainable economic growth
To create a sustainable and enabling environment for local economic development on an ongoing basis	Number of Trainings provided to SMME's and cooperatives	5 Trainings provided as at 30 June 2014	Manager PED/ BS&ID council committee	5	Adequate Budget	Skilled SMME's and cooperatives	Improved business development
To create a conducive environment for	Number of Publications	0 Publications developed and 1	Manager PED/ BS&ID	1	Available Budget	Improved investments and	Sustainable economic

KPA: LED AND SPATIAL DEVELOPMENT							
Strategic Objective: To ensure sustainable spatial development and inclusive economic growth.							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2015/16			
business development and growth for job creation on a continuous basis	developed and number of exhibitions held	Exhibition held as at 30 June 2014	council committee	Publication 1 Exhibition		increased number of tourists	development
To create a conducive environment for business development and growth for job creation	Number of LED summits coordinated	1 LED summit coordinated as at 30 June 2014	Manager PED/ BS&ID council committee	1	Personnel Adequate funds	Improved implementation of LED programs and projects	Improved economic growth

QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION

Strategic Objective: Achieving and promoting good governance, transparency and community participation

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
Good Governance	To ensure effective and efficient reporting	4 reports submitted as at 30 June 2014	Number of quarterly reports submitted for Performance Measurement	4	1	2	3	4		Reports and Assessment results		
		Outdated PMS	Number of Performance management systems upgraded	1	-	1	-	-		Performance management system Close-Out Report		
Good Governance	To ensure compliance with fraud and prevention	1 Fraud and prevention activity implemented as at 30 June	Number of activities implemented on fraud & prevention	4	1	2	3	4		Records of activities implemented		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
	strategy	2014	strategy							ted		
Good Governance	To ensure internal controls and Sound corporate governance	4 Audit committee meetings held as at 30 June 2014	Number of Audit committee meetings held	4	1	2	3	4		Minutes and resolutions register		
Good Governance	To ensure internal controls and sound corporate governance	Audit Charter reviewed as at 30 June 2014	Number of Audit charters reviewed	2	1	2	-	-		Council Resolution		
Good Governance	To formulate a Risk-based plan to align the priorities of the Thabazimbi Local	Internal Audit Plan reviewed as at 30 June 2014	Number of Internal Audit Plans reviewed	1	1	-	-	-		Council Resolution		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
	Municipality											
Good Governance	To strengthen communication with internal and external stakeholders	No public participation strategy in place	Number of Public participation strategies developed	1	-	1	-	-		Council Resolution		
Good Governance	To promote the involvement of stakeholders in Council affairs in order to ensure regular consultation between council	All 12 ward committees established and functional	Number of ward committee meetings held	12	3	6	9	12		Attendance registers, minutes and resolutions register		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
	& the community	1 Mayoral outreach program conducted as at 30 June 2014	Number of Mayoral outreach programs conducted	4	1	2	3	4		Photos and events documents		
Good Governance	To market municipal programs and projects	No billboards produced	Number of billboards produced	10	3	6	9	10		Billboards		
Good Governance	To promote the involvement of stakeholders in Council's affairs	4 Reports submitted.	Number of reports submitted to Section 79 political monitoring committees by ward committees	4	1	2	3	4		Signed-off reports Resolutions Register		
Good	To promote performance	PMS Framework	No of PMS Frameworks	1	-	-	1	-		Council Resolutio		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
Governance	measurement and reporting	outdated	developed							n		
Good Governance	To guide and inform the municipal planning, budget, management and development actions	SDBIP reviewed annually	Number of SDBIP documents reviewed	1	-	-	-	1		Signed SDBIP copy by the mayor		
		200 copies printed as at 30 June 2014	Number of SDBIP document printed	200	100	200	-	-		IDP copies and delivery notes		
Good Governance	To encourage and improve communication	2 Activities implemented.	No of activities implemented on communication strategy	4	1	2	3	4		Records of activities implemented		
Good Governance	To promote customer care	1 activity undertaken as at 30 June	No of activities undertaken to improve	4	1	2	3	4		Records of activities		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
		2014	customer care							implemented and attendance registers		
Good Governance	To ensure coordination of all municipal events	1 events calendar developed as at 30 June 2014	Number of annual events calendar developed	1	1	-	-	-		Annual calendar		
Good Governance	To guide and inform the municipal planning, budget, management and development actions	Existing 2011-2016 IDP reviewed annually 200 copies printed as at 30 June 2014	Number of IDP documents reviewed Number of IDP document printed	1 200	- 100	- 200	- -	1 -		Council Resolution IDP copies		
Good Governance	To ensure improved and effective	Disclaimer audit opinion received	% Of audit queries	100	-	25	75	100		Audit action plan		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
	governance	2013/14 financial year Audit Action plan developed Audit steering committee established	addressed							reports		
Good Governance	To identify, evaluate and assess significant strategic and organizational risks and to provide independent, objective assurance as to the effectiveness of related internal	10 Strategic Risks identified as at 30 June 2014	Number of identified risks resolved	5	1	2	3	5		Records of risks implemented as per the risk register		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
	controls.											

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective: To ensure the provision of an appropriate level of basic services and the required infrastructure to effectively manage the community needs

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
Basic Services and Infrastructure Development	To ensure sufficient and sustainable water supply by increasing storage facilities	17.2MI storage facilities available in Thabazimbi town and Regorogile	MI of additional storage facilities created	10	-	-	-	10		As-built Drawings Close-Out Report		
Basic Services and	To ensure the safety of	Safety plan outdated	Number of safety plans	1	-	1	-	-		Safety Plan		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
Infrastructure Development	drinking water.		reviewed									
Basic Services and Infrastructure Development	To ensure efficient and sustainable water management	WSDP outdated	Number of WSDP reviewed	1	1	-	-	-		WSDP		
Basic Services and Infrastructure Development	To create safe and healthy environment	12 water samples collected as at as at 30 June 2014	Number of water samples collected for water quality monitoring	12	3	6	9	12		Monthly analysis reports		
Basic Services and Infrastructure Development	To ensure provision of new sanitation infrastructure while upgrading existing infrastructure	1300 Pit toilets used at informal settlements.	Number of VIP toilets installed	400	100	200	300	400		As-built Drawings Close-Out Report		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
Basic Services and Infrastructure Development	To provide a sustainable waste water quality that improves the health, hygiene and environment of the inhabitants	Thabazimbi WWTW upgraded as at 30 June 2006 Thabazimbi WWTW = 3.0MI/d	MI/day of additional waste water treatment facility created	1.5	-	-	-	1.5		As-built Drawings Close-Out Report		
Basic Services and Infrastructure Development	To coordinate and monitor infrastructure development for the provision and access to services	2 Building facilities upgraded as at 30 June 2014	Number of municipal buildings upgraded	3	-	1	2	3		As-built Drawings Close-Out Report		
Financial Viability and Management	To ensure effective and sustainable water supply and reduce	30% of water loss as at 30 June 2014	% Reduction of water loss in all water systems	15	3	6	10	15		Reports		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
	revenue loss											
		5 Hours taken to respond to a call and fix a burst pipe	Number of hours taken to respond and fix a burst water pipe	3	3	3	3	3		Job Card Reports		
		The current water conservation and demand management strategy is outdated	Number of water conservation and demand management strategies developed	1	1	-	-	-		Council approved strategies		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
	To ensure effective coordination and implementation of water conservation and demand management strategies	2 Activities held as at 30 June 2014	Number of activities held to educate consumers about water conservation	12	3	6	9	12		Reports and Attendance Registers		
Basic Services and Infrastructure Development	To provide quality water and an environment not harmful to human health	93% of households had access to water by 30 June 2014	% Of households with access to clean and safe drinking water	95	-	-	94	95		Water Analysis Reports		
Basic Services and Infrastructure Development	To ensure provision of new roads, storm water and sidewalks infrastructure	1Km of roads paved as at 30 June 2014	Km of new roads Paved in Regorogile	4	-	1	2	4		As-built Drawings Close-Out Report		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
	while upgrading existing infrastructure	2Km of roads paved as at 30 June 2014	KM of roads paved in Northam	2	-	0.5	1.5	2		As-built Drawings Close-Out Report		
		No new roads paved as at 30 June 2014	Km of new roads paved in Raphuti	3	-	1	2	3		As-built Drawings Close-Out Report		
		No new tarred roads constructed as at 30 June 2014	Km of new roads tarred in Thabazimbi	4	-	1	2	4		As-built Drawings Close-Out Report		
Basic Services and Infrastructure Development	To enhance revenue collection and sustainable	627 Smart meters installed as at 30 June 2014	Number of smart meters installed	3868	967	1934	2901	3868		Close-Out Report		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
	electricity supply											
Basic Services and Infrastructure Development	To improve public lighting	21 Streetlights and 4 High mast lights installed as at 30 June 2012	Number of street lights and high mast lights installed	8 High mast lights	2	4	6	8		As-built Drawings		
										Close-Out Report		
Basic Services and Infrastructure Development				20 street lights	5	10	15	20		As-built Drawings		
										Close-Out Report		
Basic Services and Infrastructure Development	To ensure provision of new electricity infrastructure while upgrading existing infrastructure	6 Switch gears upgraded as at 30 June 2014	Number of switch gears upgraded	15	-	5	10	15		As-built Drawings		
										Close-Out Report		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
Financial Viability and Management	To ensure effective and sustainable electricity supply	21% of electricity loss as at 30 June 2014	% Reduction of electricity loss in all electricity systems	10	2	4	8	10		Reports		
Basic Services and Infrastructure Development	To promote road safety within the municipal area	Dilapidated vehicle testing station	Number of testing station upgraded.	1	-	1	-	-		As-built Drawings Close-Out Report		
Basic Services and Infrastructure Development	To improve the free flow of traffic	550 Traffic signs installed as at 30 June 2014	Number of traffic signs installed	600	150	300	450	600		Close-Out Report		
		250 Intersections were marked as at 30 June 2014	Number of intersections marked	600	150	300	450	600		Close-Out Report		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
Basic Services and Infrastructure Development	To manage the waste effectively	3 licensed landfill site	Number of landfill sites developed	3	-	1	2	3		As-built Drawings Close-Out Report		
Basic Services and Infrastructure Development	To ensure a clean and healthy environment thorough regular provision of refuse removal services to existing and	80% Households with access to solid waste removal services as at June 2014	% Of households with access to solid waste removal services	95	85	90	93	95		Waste Collection Reports		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
	new developments											
Basic Services and Infrastructure Development	To ensure a clean and healthy environment thorough regular provision of refuse removal services to existing and new developments	1 transfer station constructed as at 30 June 2014	Number of transfer stations constructed	10	2	4	6	10		As-Build Drawings Close-Out Report		
Basic Services and Infrastructure Development	To ensure compliance with national legislation/policies by reducing the amount of waste disposed at landfill	2 Informal recycling activities at the landfill sites as at 30 June 2014	Number of waste buy back centres developed	2	-	-	1	2		As-Build Drawings Close-Out Report		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
	sites through the implementation of appropriate waste minimization strategies											
Basic Services and Infrastructure Development	To ensure compliance with national legislation/policies by reducing the amount of waste disposed at landfill sites through the implementation of appropriate waste minimization strategies	% Compliance with landfill site permits conditions and NEMA	30% Compliance with permit conditions and NEMA as at June 2014	80	50	60	70	80		Compliance Reports		
Basic Services	To provide basic	1 sport and	Number of	3	-	1	2	3		As-built		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
and Infrastructure Development	sport and recreation facilities	recreation facility upgraded as at 30 June 2014	sporting and recreation facilities upgraded							Drawings Close-Out Report		
Basic Services and Infrastructure Development	To provide new parks while upgrading existing parks and open spaces	9 dilapidated parks	Number of parks upgraded	9	-	3	6	9		Close-Out Report		
Basic Services and Infrastructure Development	To increase access to licensing services	50 Undeveloped open bays as at 30 June 2014	Number of parking bays constructed	50	-	25	50	-		As-Built Drawings Close-Out Report		
Municipal Transformation and Organizational	To promote good governance	60% of Council Resolutions implemented as at 30 June	% Of Council Resolutions implemented	100	70	80	90	100		Report		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
Development		2014										
	To ensure effectiveness and functionality of the institution	20 departmental meetings held as at 30 June 2014	Number of departmental meetings held	24	6	12	18	24		Minutes, Attendance Registers and Resolutions Register		
	To ensure ethical and best human capital	80% of Disciplinary cases resolved as at 30 June 2014	% of Disciplinary cases resolved	100	100	100	100	100		Awards		
Good Governance and Public	To ensure effective and efficient	4 reports submitted as at 30 June	Number of reports submitted for	4	1	2	3	4		Reports and assessments		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
Participation	reporting	2014	Performance Measurement							t report		
Good Governance and Public Participation	To promote performance measurement and reporting	Performance Agreement signed as at 30 June 2014	Number of Performance Agreements signed	1	1	-	-	-		Signed Performance Agreement		
Good Governance and Public Participation	To ensure improved and effective governance	Disclaimer audit opinion received 2013/14 financial year	% Of audit queries resolved	100	-	25	75	100		Reports		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
Good Governance and Public Participation	To identify, evaluate and assess significant strategic and organizational risks and to provide independent, objective assurance as to the effectiveness of related internal controls.	10 Strategic Risks identified as at 30 June 2014	% of identified risks resolved	60	20	30	40	60		Reports		
LED	To ensure optimal utilisation of & adherence to space economy	76 Jobs created through EPWP as on 30 June 2014	Number of jobs created through EPWP	160	80	160	-	-		Appointment Letters		

KPA: FINANCIAL VIABILITY

Strategic Objective: To improve the financial performance and position of the municipality

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
Financial Viability	To ensure effective management of working capital	Ratio of (1:1.6) as at 30 June 2014	Decrease in debtors to revenue ratio	Ratio (1:1)	0.3	0.6	0.9	1		Reports		
		50% Collection Rates as at 30 June 2014	% Of all amounts billed collected	80	60	70	75	80		Reports		
Financial Viability	To maintain a comprehensive and uniform valuation roll	1 Supplementary valuation roll prepared and implemented as at 30 June 2014	Number of times the supplementary valuation roll is updated	Once per annum	-	-	1	-		Supplementary Valuation Roll		
Financial Viability	To ensure compliance with prescribed accounting	Gazetted Accounting Standards	% Compliance to GRAP reporting framework	100	100	100	100	100		Compliance Reports		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
	standards and legislation											
Financial Viability	To ensure compliance with budget and reporting regulations	Monthly reports	Number of compliant in-year reports submitted on time	12	3	6	9	12		Reports		
		Quarterly reports		4	1	2	3	4				
		Mid-year budget and performance report		1	-	1	-	-				
		100% Annual budget submitted according to regulations	% Compliance with budget & reporting regulation framework	100	100	100	100	100		Reports		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
Financial Viability	To fully comply with Supply Chain Regulations and National Treasury Guidelines on procurement processes	SCM policy reviewed as at 30 June 2014	% Compliance with SCM regulations	100	100	100	100	100		Reports		
Financial Viability	Maintain & upgrade existing financial system	5 Controls, procedures and systems implemented	Number of improved controls, procedures and systems implemented	12	3	6	9	12		Close-Out Reports		
		7 Budget Related policies reviewed	Number of Budget Related policies reviewed	9	-	-	9	-		Reviewed Policies		
Financial	To maintain a consistent and	65% of meters consistently	% of meters	100	70	80	90	100		Reports		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
Viability	efficient monthly billing of services	being read as at 30 June 2014.	read monthly									
Financial Viability	To extend service delivery to the community	5 Pay points available as at 30 June 2014	Number of extended pay points available to the community	2	1	2	-	-		Installation Reports and photos		
Financial Viability	To ensure adequate safe guarding of municipal assets	1 Asset Verification performed as at 30 June 2014	Number of times Assets verifications are performed	2	-	1	-	2		Asset Verification Reports		
Municipal Transformation and Organizational Development	To promote good governance	60% of Council Resolutions implemented as at 30 June 2014	% Of Council Resolutions implemented	100	70	80	90	100		Reports		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
Municipal Transformation and Organizational Development	To ensure effectiveness and functionality of the institution	20 departmental meetings held as at 30 June 2014	Number of departmental meetings held	24	6	12	18	24		Minutes, Attendance Registers and Resolutions Register		
Municipal Transformation and Organizational Development	To ensure ethical and best human capital	80% of Disciplinary cases resolved as at 30 June 2014	% of Disciplinary cases resolved	100	100	100	100	100		Awards		
Good Governance and Public Participation	To ensure effective and efficient reporting	4 reports submitted as at 30 June 2014	Number of reports submitted for Performance Measurement	4	1	2	3	4		Reports		
Good Governance and	To promote performance	Performance Agreement	Number of Performance	1	1	-	-	-		Signed Performan		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
Public Participation	measurement and reporting	submitted as at 30 June 2014	Agreements signed							ce Agreement		
Good Governance and Public Participation	To ensure improved and effective governance	Disclaimer audit opinion received 2013/14 financial year	% Of audit queries resolved	100	-	25	75	100		Reports		
Good Governance and Public Participation	To identify, evaluate and assess significant strategic and organizational risks and to provide independent, objective assurance as to the effectiveness of related internal	10 Strategic Risks identified as at 30 June 2014	% of identified risks resolved	60	20	30	40	60		Reports		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
	controls.											

KPA: LED AND SPATIAL DEVELOPMENT

Strategic Objective: To ensure sustainable spatial development and inclusive economic growth.

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
Spatial Development	To develop integrated human livelihoods within the Municipal area on an ongoing basis.	2 Townships proclaimed as at 30 June 2014	Number of layout plans and SG Diagrams produced	1 Layout plan	-	-	-	1 Layout plan 1 SG Dia		1 Layout plan		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
				1 SG Diagram				gram		1 SG Diagram		
Spatial Development	To develop integrated human livelihoods within the Municipal area on an ongoing basis.	30% Building and Land use contraventions identified as at 30 June 2014	% Of identified land use and building contraventions referred to CS	100	50	60	80	100		Contravention Reports		
Spatial Development	To ensure property ownership to the Rooiberg Ext. 2 community by 2016	380 Houses allocated to beneficiaries at Rooiberg Ext. 2	Number of Title Deeds issued	380	-	-	-	380		Title Deeds		
Financial Viability and Management	To create a conducive environment for business development and growth for job creation on a	80% of received Investment proposals processed as at 30 June	% of Investment proposals received and processed	100	85	90	95	100		Investment Reports		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
	continuous basis	2014										
Municipal Transformation and Organizational Development	To create a sustainable and enabling environment for local economic development on an ongoing basis	5 Trainings provided as at 30 June 2014	Trainings provided to SMME's and cooperatives	5	1	2	3	5		Certificates and Attendance Registers		
LED	To create a conducive environment for business development and growth for job creation on a continuous basis	0 Publications developed and 1 Exhibition held as at 30 June 2014	1 Publication developed and 1 exhibition held	1 Publication 1 Exhibition	-	-	1 Publication	1 Exhibition		Publications and delivery notes Exhibition documents and photos		
LED	To create a conducive environment for business development	100% of budget spent on LED Support as at	% of budget spent on LED Support	100	40	80	100	-		LED Summit Attendance Register		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
	and growth for job creation	30 June 2014								Exhibition documents and photos		
Municipal Transformation and Organizational Development	To promote good governance	60% of Council Resolutions implemented as at 30 June 2014	% Of Council Resolutions implemented	100	70	80	90	100		Reports		
	To ensure effectiveness and functionality of the institution	20 departmental meetings held as at 30 June 2014	Number of departmental meetings held	24	6	12	18	24		Minutes, Attendance Registers and Resolutions Register		
	To ensure ethical and best human capital	80% of Disciplinary cases	% of Disciplinary cases	100	100	100	100	100		Awards		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
		resolved as at 30 June 2014	resolved									
Good Governance and Public Participation	To ensure effective and efficient reporting	4 reports submitted as at 30 June 2014	Number of reports submitted for Performance Measurement	4	1	2	3	4		Reports		
Good Governance and Public Participation	To promote performance measurement and reporting	Performance Agreement signed as at 30 June 2014	Number of Performance Agreements signed	1	1	-	-	-		Signed Performance Agreement		
Good Governance and Public Participation	To ensure improved and effective governance	Disclaimer audit opinion received 2013/14 financial year	% Of audit queries resolved	100	-	25	75	100		Reports		
Good Governance and Public Participation	To identify, evaluate and assess significant strategic and organizational	10 Strategic Risks identified as at 30 June 2014	% of identified risks resolved	60	20	30	40	60		Reports		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
	risks and to provide independent, objective assurance as to the effectiveness of related internal controls.											

KPA: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

Strategic Objective: The provision of effective, efficient and transformed human capital

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
Municipal Transformation	To capacitate employees in	20% of the total budget	% Of municipality's	100	30	60	90	100		Financial		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
and Organizational Development	order to enhance service delivery	spent on the implementation of skills development as at 30 June 2014	budget spent on implementing Workplace Skills Plan							Reports		
Municipal Transformation and Organizational Development	To ensure compliance with Labour Relations Act	50% Compliance to LRA as at 30 June 2014	% Compliance to LRA	100	60	80	90	100		Records of Reports submitted to Department of Labour		
Municipal Transformation and Organizational Development	To ensure compliance with OHS Act	30% Compliance with OHS Act as at 30 June 2014	% Compliance with OHS Act	100	100	100	100	100		Medical Examination Reports		
Municipal Transformation and Organizational Development	To maintain healthy relationship with labour organizations	12 LLF meetings held as at 30 June 2014	Number of LLF meetings held	12	3	6	9	12		Minutes, Attendance Registers and Resolution		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
										s Register		
Municipal Transformation and Organizational Development	To ensure effectiveness and functionality of the institution	12% of job descriptions developed as at 30 June 2014	% of job descriptions developed	100	68	100	-	-		469 Job descriptions		
Municipal Transformation and Organizational Development	To promote good governance	60% of Council Resolutions implemented as at 30 June 2014	% Of Council Resolutions implemented	100	70	80	90	100		Reports		
Municipal Transformation and Organizational Development	To ensure effectiveness and functionality of the institution	20 departmental meetings held as at 30 June 2014	Number of departmental meetings held	24	6	12	18	24		Minutes, Attendance Registers and Resolutions Register		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
Basic Services and Infrastructure Development	To ensure effective provision of services	Old and insufficient Fleet	Number of vehicles acquired	21	5	10	15	21		Vehicles and Delivery Notes		
Municipal Transformation and Organizational Development	To provide legal regulations for the local community	11 By-Laws have been promulgated as at 30 June 2014	Number of By-Laws promulgated	21	-	7	14	21		Government Gazette		
Municipal Transformation and Organizational Development	To enhance legal knowledge and keep employees informed	12 Publications purchased and distributed as at 30 June 2014	Number of legal publications purchased	24	6	12	18	24		Legal Publications and Delivery Notes		
Spatial Development	To ensure orderly spatial planning and sustainable development	30% Enforcement of National Building Regulations Act, By-Laws and LUMS as at 30 June	% Enforcement of National Building Regulations Act, By-Laws and LUMS	100	50	70	85	100		Contravention Notices		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
		2014										
Municipal Transformation and Organizational Development	To ensure ethical and best human capital	80% of Disciplinary cases resolved as at 30 June 2014	% of Disciplinary cases resolved	100	100	100	100	100		Awards		
Good Governance and Public Participation	To ensure effective and efficient reporting	4 reports submitted as at 30 June 2014	Number of reports submitted for Performance Measurement	4	1	2	3	4		Reports		
Good Governance and Public Participation	To promote performance measurement and reporting	Performance Agreement signed as at 30 June 2014	Number of Performance Agreements signed	1	1	-	-	-		Signed Performance Agreement		
Good Governance and Public Participation	To ensure improved and effective governance	Disclaimer audit opinion received 2013/14 financial year	% Of audit queries resolved	100	-	25	75	100		Reports		

KPA	Objective	Current baseline indicators	KPI	Target	Quarterly Target				Actual Performance	Portfolio of Evidence	Reason for underperformance	Corrective measure
					Q1	Q2	Q3	Q4				
Good Governance and Public Participation	To identify, evaluate and assess significant strategic and organizational risks and to provide independent, objective assurance as to the effectiveness of related internal controls.	10 Strategic Risks identified as at 30 June 2014	% of identified risks resolved	60	20	30	40	60		Reports		

DETAILED CAPITAL WORKS PLAN (2015/16 FINANCIAL YEAR)

Vote	Department	Project name	QUARTERLY PROJECTIONS						
			Planned start date	Planned completion date	2015/16 Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4
200	MMO	Operation Clean Audit	1 October 2015	30 June 2016	R3 800 000	Preparation of 2014/15 Financial Statements Tabling of reviewed AFS to Audit Committee and submission to AG	Assisting AG during the audit of the AFS Updating of key financial controls for 2015/16 Financial Year	Assisting AG during the audit of the AFS Updating of key financial controls for 2015/16 Financial Year Preparation of Audit Action Plan Implementation of Audit Action Plan	Implementation of Audit Action Plan Updating of key financial controls for 2015/16
200	MMO	Printing of IDP document.	1 July 2015	31 December 2015	R350 000	Advertisement Award and issuing of purchase order	Printing and delivery of IDP document	-	-
200	MMO	Re-Branding of the municipality	1 July 2015	30 June 2016	R190 000	Advertisement Award Signing of SLA	Installation	Installation	Installation
200	MMO	Mayoral Outreach (Youth day, Heritage day, Disability Day, HIV, Human Rights, Women Day, Family Day)	18 July 2015	16 June 2016	R2 300 000	Mandela Day 18 July Women Day 9 August Heritage Day 24 September	HIV & Aids Awareness 1 December Disability Day 3 December	Human Rights Day 21 March	Freedom Day 27 April Youth Day 16 June
200	MMO	PMS	1 October 2015	31 December 2015	R450 000	Advertisement Award Signing of SLA	Installation of PMS Performance Measurement And submission of reports	Performance Measurement And submission of reports	Performance Measurement And submission of reports
200	MMO	Printing of SDBIP	1 July	31 December	R150 000	Advertisement	Printing and delivery of	-	-

			QUARTERLY PROJECTIONS						
Vote	Department	Project name	Planned start date	Planned completion date	2015/16 Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			2015	2015		Award and issuing of purchase order	SDBIP document		
400	CS	Promulgation of by-laws	1 October 2015	30 June 2016	R1 500 000	Award and issuing of purchase order to Government Printers	Promulgation of By-laws	Promulgation of By-laws	Promulgation of By-laws
400	CS	Purchasing of Legal publications	1 July 2015	30 June 2016	R250 000	Advertisement, Award and issuing of purchase order Purchase and distribute	Purchase and distribute	Purchase and distribute	Purchase and distribute
400	CS	Training of Employees, Councillors and Community Members	1 July 2015	30 June 2016	R1 500 000	Review of WSP	Training	Training	Training
400	CS	Acquire new fleet	1 July 2015	30 September 2015	R4 715 527	Advertisement, Award SLA, issuing of purchase order, Purchase and delivery	Purchase and delivery	Purchase and delivery	Purchase and delivery
400	CS	Implementation of OHS	1 July 2015	30 June 2016	R450 000	Advertisement, Award SLA (OHS Practitioner)	Medical examinations	Medical examinations	Medical examinations
700	TS	Regorogile Paving of internal streets	1 July 2015	30 June 2016	R6 500 000	Advertisement, Award, SLA (Consultant) Designs Advertisement of	Award and SLA (Contractor) and Construction	Construction	Construction

			QUARTERLY PROJECTIONS						
Vote	Department	Project name	Planned start date	Planned completion date	2015/16 Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4
						tender (Contractor)			
700	TS	Northam Upgrading of internal streets	1 July 2015	30 June 2016	R6 000 000	Advertisement, Award, SLA (Consultant) Designs Advertisement of tender (Contractor),	Award and SLA (Contractor) and Construction	Construction	Construction
700	TS	Thabazimbi construction of new tarred roads	1 July 2015	30 June 2016	R8 339 400	Advertisement, Award, SLA (Consultant) Designs Advertisement of tender (Contractor),	Award and SLA (Contractor) and Construction	Construction	Construction
700	TS	Raphuti paving of internal streets	1 July 2015	30 June 2016	R6 000 000	Advertisement, Award, SLA (Consultant) Designs Advertisement of tender (Contractor),	Award and SLA (Contractor) and Construction	Construction	Construction
600	SS	Upgrading of sport and recreation facilities	1 July 2015	30 June 2016	R3 500 000	Advertisement, Award, SLA (Consultant) Designs Advertisement of tender (Contractor),	Award and SLA (Contractor) and Construction	Construction	Construction
600	SS	Upgrading of existing parks	1 July 2015	30 June 2016	R800 000	Advertisement, Award, SLA (Consultant) Designs	Award and SLA (Contractor) and Construction	Construction	Construction

Vote	Department	Project name	QUARTERLY PROJECTIONS						
			Planned start date	Planned completion date	2015/16 Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4
						Advertisement of tender (Contractor),			
600	SS	Development of landfill sites	1 July 2015	30 June 2016	R4 500 000	Advertisement, Award, SLA (Consultant) Designs Advertisement of tender (Contractor),	Award and SLA (Contractor) and Construction	Construction	Construction
700	TS	Construction of VIP toilets	1 July 2015	30 June 2016	R3 213 400	Advertisement, Award, SLA (Consultant) Designs Advertisement of tender (Contractor),	Award and SLA (Contractor) and Construction	Construction	Construction
700	TS	Thabazimbi Upgrading of waste water treatment works	1 July 2015	30 June 2016	R14 500 000	Advertisement, Award, SLA (Consultant) Designs Advertisement of tender (Contractor),	Award and SLA (Contractor) and Construction	Construction	Construction
700	TS	Review of water safety plan	1 July 2015	31 December 2015	R1 026 000	Advertisement of tender, Award, SLA	Review Implementation	Implementation	Implementation
700	TS	Review of water conservation and demand management strategy(WCWDM)	1 July 2015	30 September 2015	R600 000	Advertisement of tender, Award, SLA	Review Implementation	Implementation	Implementation
700	TS	Review of WSDP	1 July 2015	30 September	R1 200 000	Advertisement of tender, Award,	Review Implementation	Implementation	Implementation

Vote	Department	Project name	QUARTERLY PROJECTIONS						
			Planned start date	Planned completion date	2015/16 Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4
				2015		SLA			
700	TS	Upgrading of electricity switch gears	1 July 2015	30 June 2016	R3 000 000	Advertisement, Award, SLA (Consultant) Designs Advertisement of tender (Contractor),	Award and SLA (Contractor) and Construction	Upgrading	Upgrading
700	TS	Installation of highmast lights and streetlights	1 July 2015	30 June 2016	R2 800 000	Advertisement, Award, SLA (Consultant) Designs Advertisement of tender (Contractor),	Award and SLA (Contractor) and Installation	Installation	Installation
700	TS	Installation of smart metering system	1 July 2015	30 June 2016	R27 000 000	Advertisement, Award, SLA (Consultant) Designs Advertisement of tender (Contractor),	Award and SLA (Contractor) and Installation	Installation	Installation
700	TS	Upgrading of municipal buildings	1 July 2015	30 June 2016	R3 010 732	Advertising, Awarding of tender, signing of SLA	Construction	Construction	Construction
800	PS	Road marking project	1 July 2015	30 June 2016	R350 000	Advertisement Award and issuing of purchase order (supplier of material), Installation (in-house)	Road marking (in-house)	Road marking (in-house)	Road marking (in-house)

Vote	Department	Project name	QUARTERLY PROJECTIONS						
			Planned start date	Planned completion date	2015/16 Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4
800	PS	Installation of traffic signs	1 July 2015	30 June 2016	R300 000	Advertisement Award and issuing of purchase order (supplier of material), Installation (in-house)	Installation (in house)	Installation (in-house)	Installation (in-house)
800	PS	Construction of parking bays	1 July 2015	30 June 2016	R650 000	Advertisement, Award, SLA (Contractor) Designs	Construction	Construction	Construction
800	PS	Upgrading of TBZ vehicle testing station	1 July 2015	30 June 2016	R1 000 000	Advertisement, Award, SLA (Contractor) Designs	Construction	Construction	Construction
300	BTO	Updating of supplementary valuation roll	1 October 2015	30 June 2016	R3 200 000	-	Public notification of the updating Valuation Roll	Receive and respond to objections	Finalization of Supplementary Valuation Roll
300	BTO	Compilation of FAR	1 July 2015	30 June 2016	R3 725 000	Perform Year End Asset count and update the FAR Incorporate the FAR into AFS	Preparations of half year asset and inventory count Asset tagging Responding to AG on asset related issues raised	Resolve asset related queries by AG Preparation of full year inventory count	Perform statutory inventory and asset count Update FAR
300	BTO	Credit control and debt management	1 July 2015	30 June 2016	R3 500 000	Perform credit control and debt campaign Monitor, review and respond to credit control reports Refer long	Monitor, review and respond to credit control reports Attend to provincial debt forums Refer long outstanding debts to debt collectors	Monitor, review and respond to credit control reports Attend to provincial debt forums	Monitor, review and respond to credit control reports

Vote	Department	Project name	QUARTERLY PROJECTIONS						
			Planned start date	Planned completion date	2015/16 Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4
						outstanding debts to debt collectors		Refer long outstanding debts to debt collectors	
300	BTO	Meter reading	1 July 2015	30 June 2016	R900 000	Interrogate monthly meter reading reports and respond Perform a meter audit based on the meter reading reports	Interrogate monthly meter reading reports and respond Perform a meter audit based on the meter reading reports Training of internal personnel responsible for meter reading Identify relevant meters for replacement	Interrogate monthly meter reading reports and respond Perform a meter audit based on the meter reading reports	Interrogate monthly meter reading reports and respond Perform a meter audit based on the meter reading reports
500	PED	Township establishment Ext. 20	1 July 2015	30 June 2016	R350 000	Conduct the EIA Process and submit to LEDET	Draft layout plan	Land surveying and submission to Surveyor General	Submission of township package to Deeds Office
500	PED	Title Deeds for proclaimed townships	1 July 2015	30 June 2016	R230 000	Drafting of Title Deeds and submission to Deeds Office	Procession of Title Deeds at Deeds Office	Transfer of Title Deeds to the Municipality	Issuing of Title Deeds to beneficiaries
500	PED	Market municipal economic potential through media publications and exhibitions	1 July 2015	30 June 2016	R150 000	Draft the summary of the current municipal economic potential	Advertisement Award and issuing of purchase order	Publication	Exhibition
500	PED	LED Support	1 July 2015	31 March 2016	R250 000	LED Summit	Exhibitions for SMME's	Exhibitions for SMME's	-

MONTHLY PROJECTS CASH FLOW PROJECTIONS

Vote	Project name	Budget	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
200	Operation Clean Audit	R 3 800 000	R 600 000	R 600 000	R 260 000	R 260 000	R 260 000	R 260 000	R 260 000	R 260 000	R 260 000	R 260 000	R 260 000	R 260 000
200	Printing of IDP document	R 350 000	R 58 330	R 58 330	R 58 330	R 58 330	R 58 330	R 58 350	-	-	-	-	-	-
200	Re-Branding of the municipality	R 190 000	R 15 833	R 15 833	R 15 833	R 15 833	R 15 833	R 15 833	R 15 833	R 15 833	R 15 833	R 15 837	R 15 833	R 15 833
200	Mayoral Outreach (Youth day, Heritage day, Disability Day, HIV, Human Rights, Women Day, Family Day)	R 2 300 000	R 150 000	R 430 000	R 225 000	-	-	R 0	R 450 000	-	R 295 000	R 410 000	R 200 000	R 140 000
200	PMS	R 450 000	R 37 500	R 37 500	R 37 500	R 37 500	R 37 500	R 37 500	R 37 500	R 37 500	R 37 500	R 37 500	R 37 500	R 37 500
200	Printing of SDBIP document	R 150 000	R 25 000	R 25 000	R 25 000	R 25 000	R 25 000	R 25 000	-	-	-	-	-	-
	TOTAL	R 7 240 000	R 886 663	R 1 166 663	R 621 663	R 396 663	R 396 663	R 396 683	R 763 333	R 313 333	R 608 333	R 723 337	R 513 333	R 453 333
400	Promulgation of by-laws	R 1 500 000	0	-	-	R 166 000	R 166 000	R 166 000	R 166 000	R 166 000	R 166 000	R 166 000	R 166 000	R 172 000
400	Purchasing of Legal publications	R 250 000	R 20 833	R 20 833	R 20 833	R 20 833	R 20 833	R 20 833	R 20 833	R 20 833	R 20 833	R 20 833	R 20 837	R 20 833
400	Training of Employees, Councillors and Community Members	R 1 500 000	0	-	-	R 166 000	R 166 000	R 166 000	R 166 000	R 166 000	R 166 000	R 166 000	R 166 000	R 172 000

Vote	Project name	Budget	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
400	Acquire new fleet	R 4 715 527	R 392 960	R 392 960	R 392 960	R 392 960	R 392 960	R 392 960	R 392 960	R 392 960	R 392 960	R 392 960	R 392 967	R 392 960
400	Implementation of OHS Act	R 450 000	R 37 500	R 37 500	R 37 500	R 37 500	R 37 500	R 37 500	R 37 500	R 37 500	R 37 500	R 37 500	R 37 500	R 37 500
	TOTAL	R 8 415 527	R 451 293	R 451 293	R 451 293	R 783 293	R 783 293	R 783 293	R 783 293	R 783 293	R 783 293	R 783 293	R 783 304	R 795 293
600	Upgrading of sport and recreation facilities	R 3 500 000	R 291 666	R 291 666	R 291 674	R 291 666	R 291 666	R 291 666	R 291 666	R 291 666	R 291 666	R 291 666	R 291 666	R 291 666
600	Upgrading of existing parks	R 800 000	0	-	8	R 88 888	R 88 888	R 88 888	R 88 888	R 88 888	R 88 888	R 88 888	R 88 888	R 88 888
600	Development of landfill sites	R 4 500 000	500000	0	500000	R 0	R 500 000	R 0	R 500 000	R 500 000	R 500 000	R 500 000	R 500 000	R 500 000
	TOTAL	R 8 800 000	R 791 666	R 291 666	R 791 682	R 380 554	R 880 554	R 380 554	R 880 554	R 880 554	R 880 554	R 880 554	R 880 554	R 880 554
700	Regorogile Paving of internal streets	R 6 500 000	R 3 440 000	R 0	R 495 000	R 520 000	R 390 000	R 410 000	R 395 000	R 0	R 0	R 0	R 600 000	R 250 000
700	Northam Upgrading of internal streets	R 6 000 000	R 2 850 000	R 400 000	R 590 000	R 0	R 590 000	R 540 000	R 0	R 0	R 0	R 355 000	R 337 500	R 337 500
700	Thabazimbi construction of new tarred roads	R 8 339 400	R 866 666	R 0	R 780 000	R 1 276 666	R 720 000	R 740 000	R 1 040 000	R 620 000	R 620 000	R 560 000	R 570 000	R 546 068
700	Raphuti paving of internal streets	R 6 000 000	R 490 000	R 0	R 495 000	R 520 000	R 390 000	R 410 000	R 505 000	R 660 000	R 780 000	R 900 000	R 600 000	R 250 000
700	Construction of VIP toilets	R 3 213	R 600 000	R 350 000	R 200	R 300	R 200	R 150	R 300	R 450	R 200	R 150	R 150	R 163

Vote	Project name	Budget	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
		400			000	000	000	000	000	000	000	000	000	400
700	Thabazimbi Upgrading of waste water treatment works	R 14 500 000	R 1 950 000	R 0	R 950 000	R 0	R 1 200 000	R 930 000	R 3 400 000	R 825 000	R 1 570 000	R 1 100 000	R 1 350 000	R 1 225 000
700	Review of water safety plan	R 1 026 000	344000	-	-	R 0	R 400 000	R 200 000	-	82000	-	-	-	-
700	Review of water conservation and demand management strategy	R 600 000	R 150 000	R 250 000	R 200 000	-	-	-	-	-	-	-	-	-
700	Review of WSDP	R 1 200 000	R 450 000	R 305 000	R 375 000	25000	-	4000	41000	-	-	-	-	-
700	Upgrading of electricity switch gears	R 3 000 000	-	35000	65000	R 450 000	R 400 000	R 200 000	R 250 000	R 200 000	R 0	R 600 000	R 400 000	R 400 000
700	Installation of highmast lights and streetlights	R 2 800 000	R 70 000	R 100 000	R 150 000	R 290 000	R 120 500	R 250 000	R 330 000	R 377 500	R 200 000	R 305 000	R 305 000	R 302 000
700	Installation of smart metering system	R 27 000 000	R 2 950 000	R 0	R 1 200 000	R 0	R 6 390 000	R 1 780 000	R 1 650 000	R 2 862 000	R 2 300 000	R 3 400 000	R 4 100 000	R 368 000
700	Upgrading of municipal buildings	R 3 010 732	-	-	-	R 450 000	R 450 000	R 390 000	R 290 000	R 270 000	R 270 000	R 250 000	R 320 366	R 320 366
	TOTAL	R 83 189 532	R 14 160 666	R 1 440 000	R 5 500 000	R 3 831 666	R 11 250 500	R 6 004 000	R 8 201 000	R 6 346 500	R 5 940 000	R 7 620 000	R 8 732 866	R 4 162 334
800	Road marking project	R 350 000	-	R 350 000	-	-	-	-	-	-	-	-	-	-

Vote	Project name	Budget	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
800	Installation of traffic signs	R 300 000	-	R 300 000	-	-	-	-	-	-	-	-	-	-
800	Construction of parking bays	R 650 000	-	-	-	R 72 222	R 72 222	R 72 222	R 72 222	R 72 222	R 72 222	R 72 222	R 72 222	R 72 222
800	Upgrading of TBZ vehicle testing station	R 1 000 000	-	-	-	R 111 111	R 111 111	R 111 111	R 111 111	R 111 111	R 111 111	R 111 111	R 111 111	R 111 111
	TOTAL	R 2 300 000	R 0	R 650 000	R 0	R 183 333	R 183 333	R 183 333	R 183 333	R 183 333	R 183 333	R 183 333	R 183 333	R 183 333
300	Updating of supplementary valuation roll	R 3 200 000	-	-	218000	R 560 000	R 560 000	R 266 000	R 266 000	R 266 000	R 266 000	R 266 000	R 266 000	R 266 000
300	Compilation of FAR	R 3 725 000	R 620 000	R 310 000	R 310 000	R 310 000	R 310 000	R 310 000	R 0	R 310 000	R 310 000	R 310 000	R 0	R 625 000
300	Credit control and debt management	R 3 500 000	R 291 666.67	R 291 666.67	R 291 666.67	R 291 666.67	R 291 666.67	R 291 666.67	R 291 666.67	R 291 666.67	R 291 666.67	R 291 666.67	R 291 666.67	R 291 666.67
300	Meter reading	R 900 000	R 75 000	R 75 000	R 75 000	R 75 000	R 75 000	R 75 000	R 75 000	R 75 000	R 75 000	R 75 000	R 75 000	R 75 000
	TOTAL	R 11 325 000	R 986 667	R 676 667	R 894 667	R 1 236 667	R 1 236 667	R 942 667	R 632 667	R 942 667	R 942 667	R 942 667	R 632 667	R 1 257 667
500	Township establishment Ext. 20	R 350 000	-	-	R 180 000	-	-	R 90 000	-	-	-	-	R 80 000	-
500	Title Deeds for proclaimed townships	R 230 000	-	-	R 100 000	-	-	-	-	-	R 130 000	-	-	-
500	Market municipal economic potential through media	R 150 000	-	-	-	-	-	R 70 000	-	-	R 80	-	-	-

Vote	Project name	Budget	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
	publications and exhibitions										000			
500	LED Support	R 250 000	-	-	R 100 000	-	-	R 60 000	-	-	-	R 90 000	-	-
	TOTAL	R 980 000	R 0	R 0	R 380 000	R 0	R 0	R 220 000	R 0	R 0	R 210 000	R 90 000	R 80 000	R 0

CONCLUSION

The SDBIP is a key management, implementation and monitoring tool, which provides operational Content to the end-of-year service delivery targets, set in the budget and IDP. All the Section 56/57 Management should be evaluated and monitored on the implementation of the SDBIP which comprises largely of Key Performance Indicators and projects on a quarterly basis. Thabazimbi Local Municipality has also reviewed and approved the PMS Framework for the 2015/16 financial year. In preparation of the IDP and SDBIP, the Municipality also took into consideration the comments of MEC Coghsta and the Auditor General of South Africa. The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery. This enables the Mayor and municipal manager to be pro-active and take remedial steps in the event of poor performance.

APPROVED BY THE MAYOR:

Thus done and signed at Thabazimbi, Thabazimbi Local Municipality on this day.....of2016.

Municipal Manager's Signature_____

Witnesses: 1. _____

2. _____

Mayor's Signature:_____

Witnesses: 1. _____

2. _____

CHAPTER 4: ORGANIZATIONAL DEVELOPMENT PERFORMANCE

(PERFORMANCE REPORT PART II)

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

This section outlines the extent that Thabazimbi Local Municipality adheres to HR Policies and Plans, as well as ensuring employee wellness in order to create a conducive working environment for all employees. Taking into account the context of the Organizational Structure, it puts an obligation on the Municipality to be performance- orientated and to focus on the objectives of local government. A structure that is operational and effective is needed to mandate the operations of the Municipality.

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

EMPLOYEES			
Description	Filled Positions No.	Approved Posts	Vacancies No.
Water	49	49	0
Waste Water (Sanitation)	41	42	1
Electricity	18	20	2
Waste Water	29	33	4
Office of MM	11	16	5
Roads and Stormwater	35	39	4
Finance	41	49	8
Planning	3	4	1
Local Economic Development	3	4	1

Community & Social Services	28	34	6
Environmental Protection	33	36	3
Corporate Policy Officers & others	49	54	5
	340	380	40

SECTION 57 MANAGERS			
Designation	Filled Positions	Approved Positions	Vacant Positions
Municipal Manager	0	1	1
Chief financial Officer	0	1	1
Other Section 57 Managers	1	4	3
	1	6	5

As at 30th of June 2016, the filled positions were 3, however subsequent to year end significant changes were made and this is reflected in the above table.

DISABILITY AND EMPLOYMENT EQUITY

The Municipality fills vacancies against an approved Employment Equity Plan. The Plan is approved by Council and has to also be considered by the Department of Labour. The Employment Equity Plan guides and assist the Municipality to achieve equity at the workplace, as well as to identify opportunities to appoint people with disabilities and women in senior positions. This demonstrates the Municipality's intention to create a conducive working environment in order to recruit, develop and retain a diversified workforce;

Disabled people are not adequately catered within the Municipality. Whilst there are organizations representing disabled people, the reality that faces Thabazimbi Municipality is that disabled people are not integrated into the Municipality's implementation plan. This has led to low employment opportunities for disabled people within the Municipality. A survey must be conducted by the Municipality to develop the Disability Plan. The Municipality needs to facilitate this process through the implementation of the Disability Plan for the purposes of being able to address the issue of disability and employment equity.

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

The Municipal Systems Act (MSA) of 2000 requires Municipalities to develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration in accordance with the Employment Equity Act of 1998. This ensures that the Municipal workforce be properly capacitated, and disclosures by Senior Managers and Councillors be made. The PMS Framework is also in place and Performance Agreements are signed by all Section 57 Managers. This assists the Municipality to manage performance of all Departments. Quarterly assessments were however not fully conducted.

4.2 POLICIES

The below policies are the municipal Human Resource policies in place and are reviewed as and when a need arise:

POLICY NO.	POLICY NAME	DATE TO LLF	DATE TO COUNCIL	APPROVED/ NOT APPROVED	DATE REVIEWED/ DEVELOPED
HR1	ACTING ALLOWANCE POLICY				
HR2	ATTENDANCE AND PUNCTUALITY POLICY				
HR3	CAREER MANAGEMENT AND RETENTION POLICY			Yes	
HR4	CELLPHONE POLICY				
HR5	DRESS CODE POLICY				
HR6	EAP POLICY				
HR7	EMPLOYMENT EQUITY POLICY				
HR8	EMPLOYMENT PRACTICE POLICY			Yes	
HR9	FUNERAL POLICY				
HR10	INCAPACITY DUE TO ILL HEALTH				
HR11	INCAPACITY DUE TO POOR WORK PERFORMANCE				
HR12	LEAVE POLICY				
HR13	MOTOR VEHICLE ALLOWANCE POLICY			Yes	
HR14	SUBSISTANCE AND TRAVELLING POLICY				
POLICY NO.	POLICY NAME	DATE TO LLF	DATE TO COUNCIL	APPROVED/ NOT APPROVED	DATE REVIEWED/ DEVELOPED
HR15	OVERTIME POLICY				
HR16	PERSONAL PROTECTIVE EQUIPMENT POLICY (PPE)				
HR17	SEXUAL HARASSMENT POLICY				
HR18	STANDBY ALLOWANCE POLICY				
HR19	TRAINING AND DEVELOPMENT POLICY				
HR20	TRAVEL ALLOWANCE POLICY FOR COUNCILLORS				

4.3 INJURIES, SICKNESS AND SUSPENSION

The former Municipal Manager and Chief Financial Officer (CFO) Mr M.E Ntsoane and Mr L.C Malema who were put by Council on special leave on the 02nd of July 2014 for a period of six months and subsequently suspended pending an investigation and Disciplinary Charges. The CFO subsequently resigned before the disciplinary process started, and the disciplinary hearings for the Municipal Manager continued beyond the financial year 2015/16.

Item	2015/2016 Report
Injuries	
Sickness	
Suspension	























4.4 PERFORMANCE REWARDS

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

A Workplace Skills Development Plan was developed and submitted to LGSETA. Skills audit remains a challenge. The Section 57 managers have PDP's (Performance Development Plans) in place. Most employees within the Finance Department do not meet the financial competency levels as per the Regulations. There is need for the Municipality to do a comprehensive competency assessment of all the affected positions and ensure that critical positions are filled by competent officials who are able to deliver on the allocated responsibilities.

The following table indicates the capacity needs identified and included within the Skills Development Plan :

BASIC SERVICES DELIVERY	LED	FINANCIAL VIABILITY	GOVERNANCE AND PUBLIC PARTICIPATIO	TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

 Testing and monitoring condition of potable water  Plumbing  Supervisory Project management  Electrical  Water and sanitation reticulation  Refuse management  Substations Course  Management and Leadership	 Learnership on Nature guiding NQF 4	 Debtors Collection management  Meter Reading  Asset management and reporting  Cost and management Accounting  Customer care	 Learnership	 Microsoft project – Building Inspector  CAD  Performance Management  Payday-Pension  Peer Education  Employment Equity  Records Management  Community Development training  Traffic management  Drivers Licensing  Advance Clerical management
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4.5 SKILLS DEVELOPMENT AND TRAINING

The Municipality has timeously submitted the WSP and ATR to LGSETA which is developed on annual basis on or before 30 April before sending to LGSETA, the training committee endorsed. A Workplace Skills Plan is a strategic document that articulates how the Employer is going to address the Training and Development needs in the Workplace.

The types of learning interventions that are offered in the municipality are amongst others in-house training workshops, on-the-job training etc, with accredited service providers.

TRAINING INTERVENTION IDENTIFIED 2016/17(8.1 EMPLOYED))

DEPARTMENT	NAME OF LEARNING INTERVENTION	GENDER		NUMBER OF EMPLOYEES
		MALE	FEMALE	
CORPORATE	MFMP	1	0	1
	Advanced Driving	1	0	1
	Hazardous Chemical Technicians	0	1	1
	Environmental Practice	0	1	1
	Municipal Governance	0	3	
	Advance Records Management	1	0	1
	Leave Model	0	1	1
	Advance Computer	0	1	1
	Accounting for Fleet	1	0	1

PUBLIC SAFETY	Hazardous Chemical Technicians	3	1	4
	Road marking	3	2	5
	Road Transport Management in the Public Sector	4	3	7
	Life Scan Operator	2	0	2
	Advance disaster course	0	1	1
	Office Admin	1	3	4
PLANNING	NC-LED	1	0	1
	Project Management	2	0	2
MM	Advance Driving	1	0	1
	Project Management	0	1	1
	Specialising in HIV/AIDS and Health	1	0	1
TECHNICAL	Electrical Engineering(Distribution)	2	0	2
	Municipal Governance	1	0	1
	Diesel Mechanic ,	1	0	1
	Water and Wastewater Process control	0	1	1
	Community Water Health and Sanitation	1	0	1
	Office Admin	0	2	2
	Municipal Governance	1	0	1
	Water and Wastewater Treatment Process Operations and Water L2 and Water Process Control L3	14	4	18
	Bricklaying Management	2	0	2
	Procurement Management	0	1	1
FINANCE	Stock Management	1	0	1
	MFMP	0	1	1
PLANNED LEARNING INTERVENTIONS FOR THE UNEMPLOYED	Electrical Engineering	10	5	15
	Waste Materials Plant Operator	2	2	4
	Capacity Building	0	5	5
	Plumbers Assistant	17	5	22

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

4.6 EMPLOYEE EXPENDITURE

Workforce expenditure for the period is categorized into section 57 managers and other employee costs.

Table below illustrates the expenses per category.

Category of employees	Total expenditure	% of expenditure
Section 57 Managers		
Other employees		
Total employees expenditure		

CHAPTER 5: FINANCIAL PERFORMANCE

COMPONENT A: Statement of Financial Performance

Chapter 5 contains information regarding financial performance and highlights specific accomplishments. The chapter comprises of three components:

5.1 STATEMENT OF FINANCIAL PERFORMANCE

The Financial Statements was submitted to the Auditor General end of August 2017. (SEE ANNEXURE A)

5.2 ASSET MANAGEMENT

INTRODUCTION TO ASSET MANAGEMENT

Thabazimbi Local Municipality's Asset Register for the financial 2015/16 will be audited upon the finalization of the Annual Financial Statements.

5.3. FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

The ratios will be calculated upon finalization of the Annual Financial Statements.

COMPONENT B: Spending against Capital Budget

5.4 CAPITAL EXPENDITURE

The Municipality only has one capital project currently being implemented and this is the Thabazimbi Waste Water Treatment Works. The total project cost is R102 Million and this is being managed from the Waterberg District Municipality. By the 30th of June 2016 a total of R20million had been spent on the project reflecting a total spending of approximately 20% of the total project value.

	Original Budget	Budget adjustments	Final adjustment budget	Actual outcome	Variance	Actual outcome as % of final budget	Actual outcome as % of original budget
Total capital expenditure							

5.5 SOURCES OF FINANCE

COMMENT ON SOURCES OF FUNDING:

Capital Expenditure is partly funded by the National Government through National Treasury and partly from the Municipal own sources. The Municipal Infrastructure Grant is one of the critical programmes that the government uses to fund capital projects to Municipalities. During the 2014/15 financial year Thabazimbi Local Municipality was allocated a total of R29 million for MIG projects. However, R19m of these funds were withheld by National Treasury and CoGTA due to non-registration of projects and low spending on the conditional funds.

The Actual spending for the year is as shown above with the remaining balance to be returned to the National Treasury. During the financial year 2014/15 the Municipality repaid a total of R12.6m back to National Treasury due to non compliances on spending during 2012/13 and 2013/14 financial years.

The MIG programme for the 2015/16 financial year will be administered by Waterberg District Municipality to try and resuscitate the programme and also to ensure adequate spending of the grant for the intended purposes.

Sources of capital funds	Original Budget	Budget adjustments	Final adjustment budget	Actual outcome	Variance	Actual outcome as % of final budget	Actual outcome as % of original budget
Municipal Infrastructure Grant							
Internally generated funds							

5.6 CAPITAL SPENDING ON 5 LARGEST PROJECTS

	Capital Expenditure of 5 largest projects					
	R' 000					
Name of Project	Current Year				Variance Current Year	
	Original Budget (Vat Inc.)	Awarded Amount (Vat Inc.)	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)

5.7 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

5.8 CASH FLOW STATEMENTS

INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

The municipality has a small balance of investments with ABSA and Sanlam remaining from prior years. The Cash management strategies in place at the municipality need to be significantly improved as the finances have completely collapsed with conditional grants being used for purposes other than intended.

Cash Flow Outcomes				
R'000				
Description	Year -2015	Current: Year 2016		
	Audited Outcome	Original Budget	Adjusted Budget	Actual
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Ratepayers and other	149,998	204,796	163,809	163,809
Government - operating	68,904	64,841	64,841	64,841
Government - capital	6,594	29,172		
Interest	11,852	5,625	2,125	2,125
Dividends				
Payments				
Suppliers and employees	(210,302)	(290,283)	(244,763)	(244,763)
Finance charges	(14,623)	(438)	(9,438)	(9,438)
Transfers and Grants				
NET CASH FROM/(USED) OPERATING ACTIVITIES	12,423	13,712	(23,427)	(23,427)
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE	22,400			
Decrease (Increase) in non-current debtors	-	5,342	11,442	11,442
Decrease (increase) other non-current receivables	6,460	9,972	9,972	9,972
Decrease (increase) in non-current investments	-	-	-	-
Payments				
Capital assets				
NET CASH FROM/(USED) INVESTING ACTIVITIES	28,860	15,314	21,414	21,414
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans	-	-	-	-
Borrowing long term/refinancing	-	-	-	-
Increase (decrease) in consumer deposits				
Payments				
Repayment of borrowing	(471)	(2,014)	(2,014)	(2,014)
NET CASH FROM/(USED) FINANCING ACTIVITIES	(471)	(2,014)	(2,014)	(2,014)
NET INCREASE/ (DECREASE) IN CASH HELD	40,812	27,012	(4,027)	(4,027)
Cash/cash equivalents at the year begin:	8	3,300	3,300	3,300
Cash/cash equivalents at the year end:	7,350	30,312	(727)	(727)
Source: MBRR A7				T 5.9.1

COMMENT ON CASH FLOW OUTCOMES:

The municipality is facing cash flow challenges and this has seen the municipality failing to honour most of its financial obligations to Eskom and Magalies for a number of years. The revenue collection of the Municipality and billing has also been going down throughout the years mainly due to the condition of the municipal water and electrical meters in and around the Municipality.

More debt collection strategies must be pursued to ensure that the municipality improves its collections and sustainability. Electricity and Water distribution losses are approximately 25% and 42% respectively, should this remain as is, the all efforts to try and improve the status quo would be very difficult to yield any meaningful results.

5.9 BORROWING AND INVESTMENTS

INTRODUCTION TO BORROWING:

The municipality obtained long term loans from the Development bank of South Africa (DBSA) for a number of capital projects ranging from Electrification to Roads projects in 1998. Please see schedule below for the remaining balance of the loans.

Actual Borrowings: Year 2014 to Year 2016			
R' 000			
Instrument	Year 2014	Year 2015	Year 2016
Municipality			
Long-Term Loans (annuity/reducing balance)	8,606,327.00	3,485,930.00	4,782,812.04
Long-Term Loans (non-annuity)			
Local registered stock			
Municipality Total	8,606,327	3,485,930	4,782,812

Municipal and Entity Investments			
R' 000			
Investment* type	Year 2014	Year -2015	Year 2016
	Actual	Actual	Actual
Municipality			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank			
Deposits - Public Investment Commissioners	3,135,878.00	260,706.06	249,596.56
Municipality Total	3,135,878.00	260,706.06	249,596.56

COMMENT ON BORROWING AND INVESTMENTS:

The Municipality has struggled to service the Long Term loan from DBSA and the Municipality negotiated new payment terms with DBSA. The new repayment terms will only commence in January 2017 and will endure for a period of 5 years.

The new re-payment terms makes it possible for the Municipality to honor the debt as compared to the original terms and repayment conditions.

COMPONENT D: OTHER FINANCIAL MATTERS

5.10 SUPPLY CHAIN MANAGEMENT

SUPPLY CHAIN MANAGEMENT

The Municipality has established a Supply Chain Management (SCM) Unit in terms of the Municipal Finance Management Act (MFMA) and the unit has a total of four employees working directly under the unit. The position of the Manager Supply Chain Management is vacant with an official seconded from the internal audit to assist in the department.

All the employees currently in the SCM do not meet the minimum competency levels required for SCM officials. However, training programmes including the MFIP have commenced and the officials will see themselves registered and trained.

5.11 GRAP COMPLIANCE

GRAP COMPLIANCE

GRAP is the acronym for **Generally Recognized Accounting Practice** and it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance will ensure that municipal accounts are comparable and more informative for the municipality. It will also ensure that the municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications.

CHAPTER 6: AUDITOR GENERAL AUDIT FINDINGS

COMPONENT A: Auditor General Opinion of Financial statements 2015/16

6.1 AUDITOR GENERAL REPORTS 2015/2016

INTRODUCTION:

The Constitution of the Republic of South Africa, Section 188 (1) (b) states that the functions of the Auditor-General includes the auditing and reporting on the accounts, financial statements and financial management of all municipalities. Section 45 of the Municipal Systems Act states that the results of performance measurement must be audited annually by the Auditor-General.

Thabazimbi Local Municipality has critical positions that are vacant in the Budget and Treasury Office with appointed Acting personnel carrying out the responsibilities. The compilation of the Annual Financial Statements (AFS) for 2015/2016 financial year was therefore outsourced to Arms Audit and Risk Management Solutions Pty Ltd.

The statutory audit is only going to commence in February 2017.

COMMENTS ON MFMA SECTION 71 RESPONSIBILITIES:

Section 71 of the MFMA requires municipalities to return a series of financial performance data to the National Treasury at specified intervals throughout the year. The Chief Financial Officer states that these data sets have been returned according to the reporting requirements.

It would be very critical for the Municipality to ensure that all the vacant positions with the Budget and Treasury Office are filled with competent people as currently these positions are vacant. This affects the integrity of the information reported and the efficiency of the key financial controls implemented.

COMPONENT B: Auditor General Opinion 2015/16

6.2 AUDITOR GENERAL REPORTS 2015/2016

Report of the auditor-general to the Limpopo Provincial Legislature and the council on Thabazimbi Local Municipality

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

DISCLAIMER OF OPINION

1. I was engaged to audit the financial statements of the Thabazimbi Local Municipality set out on pages X to XX, which comprise the statement of financial position as at 30 June 2016, the statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget information with actual information for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies
2. I do not express an opinion on the financial statements of the municipality. Because of the significance of the matters described in the basis for disclaimer of opinion section of my report, I have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.

BASIS FOR DISCLAIMER OF OPINION

PROPERTY, PLANT AND EQUIPMENT

3. I was unable to obtain sufficient audit evidence regarding property, plant and equipment as the property, plant and equipment was presented for audit purposes without accurate and complete underlying accounting records. I was unable to audit the property, plant and equipment property, plant and equipment by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to property, plant and equipment and depreciation stated at R959 060 841 (2015: R987 982 837) and R43 207 225 (R43 797 035) in the financial statements.

REVENUE FROM EXCHANGE TRANSACTIONS

4. I was unable to obtain sufficient appropriate audit evidence that management has correctly charged consumers and accounted for all water, electricity, refuse removal and sewerage, as the municipality did not have adequate systems in place to charge and account service charges. I was unable to confirm service charges by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to service charges stated at R122 889 317 (2015: R120 629 593) in the financial statements.

5. I identified a difference of R21 227 683 between what was recorded and my recalculation of interest on consumer debtors using interest rates per accounting policy. Consequently, interest on consumer debtors and consumer debtors were understated by R21 227 683. Additionally, there was a resultant impact on the surplus for the period.

REVENUE FROM NON-EXCHANGE TRANSACTIONS

6. I identified a difference between the amount accounted for property rates and my recalculation in terms of the 2015-16 tariff-listing of the municipality. Consequently, property rates and consumer debtors were overstated by R34 763 852 (2015: R5 191 057). Additionally, there was resultant impact on the surplus for the period and on the accumulated surplus.

7. I was unable to obtain sufficient appropriate audit evidence that management had properly accounted for donations at its fair value, as at the date of acquisition, as required by GRAP 23, *Revenue from non-exchange transactions*. I could not confirm the amount by alternative means. Consequently, I was unable to determine whether any adjustment to donations stated at R22 340 351 in the financial statements was necessary.

8. The municipality entered into a principal agent relationship with its district municipality, to manage its municipal infrastructure grant following the re-allocation of the grant to the district municipality per Division of Revenue Act of South Africa, 2015 (Act No.1 of 2015) (DoRA). The municipality did not recognise all items of revenue from non-exchange transactions from the agent in accordance with GRAP 1: *Presentation of financial statements*. Revenue earned in the previous year was incorrectly recognised as current year revenue. Consequently, revenue from non-exchange transactions disclosed in note 21 of the financial statement was understated and accumulated surplus overstated by R20 900 000.

9. During 2015, I was unable to obtain sufficient appropriate audit evidence for R4 050 000 disclosed as electrification grant in note 21 to the financial statements and to confirm the grant by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to government grants & subsidies stated at R75 497 353. My audit opinion on the financial statements for the period ended 30 June 2015 was modified accordingly. My opinion on the current year financial statements was also modified because of the possible effect of this matter on the comparability of the government grants & subsidies for the current period. In addition, sufficient appropriate audit evidence could not be obtained for the current year's

revenue of R1 531 000 and confirmed by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to electrification grant stated at R1 531 000 in note 21 to the financial statements.

CONSUMER DEBTORS

10. The municipality did not classify consumer debtors with credit balance as liabilities, in accordance with GRAP 1: *Presentation of financial statements*. Consequently, consumer debtors and payables from exchange transactions were understated by R7 608 287.

11. I identified a difference between the allowance for impairment and my recalculation based on the municipality's accounting policy. Consequently, consumer debtors were overstated and impairment loss understated by R4 973 469. Additionally, there was resultant impact on the surplus for the period.

EXPENDITURE

12. I was unable to obtain sufficient appropriate audit evidence for general expenses and bulk purchases of R41 731 707 and R7 138 216, respectively, due to the status of the accounting records and non-submission of information in support of these transactions. I was unable to confirm the expenditure by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to general expenses and bulk purchases stated at R64 857 885 and R77 100 703, respectively, in the financial statements.

13. The municipality did not recognise all expenditure meeting the definition of expenditure in accordance with GRAP 1, *Presentation of financial statements*. Consequently, expenditure and payables from exchange transactions are understated by R44 239 608 in the financial statements. Additionally, there was a resultant impact on the surplus for the period.

14. I was unable to obtain sufficient appropriated audit evidence for a difference of R4 787 588 between employee related costs in the financial statements and the underlying records and I could not confirm this by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to employee related costs stated at R106 021 718 in the financial statements.

PAYABLES FROM EXCHANGE TRANSACTIONS

15. I was unable to obtain sufficient appropriate audit evidence that trade payables have been properly accounted for due to the status of the accounting records and non- submission of information. I was unable to confirm trade payables by alternative means. Consequently, I was unable to determine whether any adjustments to trade payables stated at R264 358 369 in note 16 to the financial statements were necessary.

16. I was unable to obtain sufficient appropriate audit evidence for amounts received in advance and I could not confirm the amounts in advance by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to amount received in advance stated at RS 876 499 in note 16 to the financial statements.

17. I was unable to obtain sufficient appropriate audit evidence for accrued expenses and I could not confirm the accrued

expense by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to accrued expenses stated at R4 978 083 in note 16 to the financial statements.

18. During 2015, the municipality did not recognise all outstanding amounts that meet the definition of a liability, in accordance with GRAP 1: *Presentation of financial statements*. As the municipality did not maintain adequate records of finalised unfavourable judgement against the municipality at year-end, I was not able to determine the full extent of the understatement of trade payables as it was impracticable to do so. My audit opinion on the financial statements for the period ended 30 June 2015 was modified accordingly. My opinion on the current period's financial statements is also modified because of the possible effect of this matter on the comparability of the current period's figures.

UNSPENT GRANT

19. The municipality did not recognise all unspent grants in accordance with GRAP 23: *Revenue from non-exchange transactions*. As reported in paragraph 8 of my report, a principal agent relationship existed between the municipality and its district municipality. The unspent municipal infrastructure grant as at year-end was not recognised by the municipality. Consequently, unspent grants and receivables from non-exchange transactions were understated by R53 830 548. In addition, the value added tax (VAT) transactions relating to the grant was not recognised by the municipality. I was not able to determine the full extent of the misstatement of VAT as it was impracticable to do so.

PROVISIONS

20. The municipality did not recognise all outstanding amounts that meet the definition of a liability, in accordance with GRAP 1: *Presentation of financial statements*. Provision for leave pay and provision for bonus were incorrectly recognised as provision. Consequently, payables from exchange transaction was understated and provisions overstated by R17 145 436 in the financial statements.

21. The municipality did not recognise all employee benefit obligations in accordance with GRAP 25, *Employee benefits*. Long service awards were incorrectly recognised as provision. Consequently, employee benefit obligation was understated and provisions overstated by R6 738 538 in the financial statements.

CASH AND CASH EQUIVALENT

22. I was unable to obtain sufficient appropriate audit evidence that management had properly accounted for cash and cash equivalent, due to the status of the accounting records and non-submission of information. Invalid reconciling items of R35 943 315 were included on the bank reconciliation. I was unable to confirm the cash and cash equivalent balance by alternative means. Consequently, I was unable to determine whether any adjustments to cash and cash equivalent stated at R3 659 382 in note 11 to the financial statements were necessary.

VAT RECEIVABLE

23. The municipality did not have adequate systems to maintain records of VAT. I identified a difference of R4 344 629 between VAT receivable per financial statements and my recalculation, based on the underlying accounting records. I could not confirm the amount by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to VAT receivable stated at R8 014 698 in the financial statements.

PRIOR PERIOD ERRORS

24. The municipality did not disclose all prior period errors in note 32 to the financial statements, as required by GRAP 3: *Accounting policies, changes in accounting estimates and errors*. The nature and the amount of the correction for each financial statement item affected were not disclosed. In addition, I was unable to obtain sufficient appropriate audit evidence for the prior period errors disclosed, as the supporting information was not provided. I was unable to confirm these disclosures by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to the prior period errors disclosed in the financial statements.

CONTINGENCIES

25. I was unable to obtain sufficient appropriate audit evidence for contingent liabilities as the municipality did not have an adequate system of internal control in place to record all litigations and claims on which I could rely on for the purpose of my audit. I further identified a difference of R10 874 084 between the amount disclosed in note 30 to the financial statements and the underlying records. I could not confirm whether all contingent liabilities were recorded by alternative means. Consequently, I was unable to determine whether any adjustment to contingencies stated at R8 155 728 in note 30 to the financial statements was necessary.

26. I was unable to obtain sufficient appropriate audit evidence for contingent liabilities of R4 967 861 disclosed in note 30 to the financial statements. The municipality could not provide supporting documents for the amount disclosed. Consequently, I was unable to determine whether amount as stated at R8 155 728 is correct.

27. The municipality did not disclose the comparative figure of contingencies in the financial statement, in accordance with SA Standards of GRAP 1: *Presentation of financial statements*. As there were inadequate records of litigations and claims against the municipality as well as appropriate audit evidence at prior period end, I was not able to determine the full extent of the understatement of disclosure note as it was impracticable to do so.

COMMITMENTS

28. The municipality did not record all commitments which resulted in commitments of R8 644 368 disclosed in note 29 to the financial statements being understated by R6 134 592.

29. I was unable to obtain sufficient appropriate audit evidence for the restatement of the corresponding figure for commitments. As described in note 32 to the financial statements, the net restatement of R43 929 460 was made to rectify a prior year misstatement, but the restatement could not be substantiated by supporting audit evidence. I was unable to confirm the restatement by alternative means. Consequently, I was unable to determine whether any adjustment to commitments stated at

R14 201 883 was necessary.

IRREGULAR EXPENDITURE

30. I was unable to obtain sufficient appropriate audit evidence that all irregular expenditure has been recorded due to a lack of an appropriate procurement and proper record keeping system and I could not confirm this by alternative means. In addition, I identified a difference of R2 492 539 between the amount disclosed in the note to the financial statements and the underlying records. Consequently, I was unable to determine whether any further adjustments to irregular expenditure stated at R261 297 014 (2015: R256 619 063) in note 39 to the financial statements were necessary.

UNAUTHORISED EXPENDITURE

31. I was unable to obtain sufficient appropriate audit evidence that management had properly accounted for unauthorised expenditure due to the non-submission of information in support of the current year's unauthorised expenditure of R87 995 356. I was unable to confirm the unauthorised expenditure by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to unauthorised expenditure stated at R437 163 004 in note 37 to the financial statements.

32. During 2015, I identified a difference of R37 790 468 between the amount disclosed in note 37 to the financial statements and my recalculation. Consequently, the balance disclosed for unauthorised expenditure at R349 167 648 as disclosed in the financial statements was understated. My audit opinion on the financial statements for the period ended 30 June 2015 was modified accordingly. My opinion on the current period's financial statements is also modified because of the possible cumulative effect of this matter on the current period's figures.

FRUITLESS AND WASTEFUL EXPENDITURE

33. I was unable to obtain sufficient appropriate audit evidence that management had properly accounted for fruitless and wasteful expenditure, due to the status of the accounting records and non-submission of information in support of these expenditure of R25 414 892. I was unable to confirm these expenditures by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to fruitless and wasteful expenditure stated at R60 808 471 in note 38 to the financial statements.

RELATED PARTIES

34. The municipality did not disclose the remuneration of councillors and public safety manager, in accordance with IAS 24 (AC 126), *Related-party disclosures*. Consequently, related party balances were understated by R8 214 283. In addition, third parties that do not meet the definition of related parties were disclosed in the related party note 31 to the annual financial statements. This has the impact of overstating the related party transactions by R30 289 851.

DISTRIBUTION LOSS

35. I was unable to obtain sufficient appropriate audit evidence for the amounts disclosed as water and electricity distribution losses due non submission of information. I could not confirm distribution losses by alternative means. Consequently, I was unable to determine whether any further adjustments to water and electricity distribution losses stated at R8 384 104 and R38 768 291, respectively, in note 40 to the financial statements were necessary.

STATEMENT OF CHANGES IN NET ASSETS

36. I was unable to obtain sufficient appropriate audit evidence for correction of errors and changes in other assets of R71 759 677 and R22 256 078, respectively. The municipality's records and information did not permit the application of alternative procedures. Consequently, I was unable to determine whether any adjustments were necessary to accumulated surplus stated at R669 481 764 (2015: R729 627 849) in the statement of changes in net assets.

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

37. I was unable to satisfy myself whether the statement of comparison of budget and actual amounts was accurate and complete, due to numerous items contributing to the disclaimer of opinion that affected the items in the statement of financial position and statement of financial performance.

CASH FLOW STATEMENT

38. I was unable to satisfy myself whether the cash flow statement was accurate and complete, due to numerous items contributing to the disclaimer of opinion that affected the items in the statement of financial position and statement of financial performance.

AGGREGATION / ACCUMULATION OF IMMATERIAL UNCORRECTED MISSTATEMENTS

TOTAL EXPENDITURE

39. Finance cost was materially understated by R111 681 due to the cumulative effect of individually immaterial uncorrected misstatement in the finance cost reflected as R27 156 459.

40. In addition, I was unable to obtain sufficient appropriate audit evidence and to confirm the following items by alternative means:

- Finance cost of R 2 948 046 as included in the disclosed balance of R 27 156 459
- Repairs and maintenance of R 2 599 526 as included in the disclosed balance of R 3 620 166.

Consequently, I was unable to determine whether any further adjustments to total expenditure were necessary.

MATERIAL UNCERTAINTY RELATED TO FINANCIAL SUSTAINABILITY

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

42. I draw attention to the statement of financial performance, which indicates that the municipality incurred a deficit of R37

888 007 (2015: R97 579 127) for the year ended 30 June 2016 and, as of that date the municipality's current liabilities exceeded its total assets by R229 938 930 (2015: R205 383 071) according to the statement of financial position. These events or conditions indicate that a material uncertainty exists that may cast significant doubt on the municipality's ability to continue as a going concern.

EMPHASIS OF MATTER

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

SUBSEQUENT EVENTS

44. Subsequent to year end, as disclosed in note 36 to the financial statements, the assets of the municipality were attached by creditors following a court ruling in favours of the creditors.

OTHER MATTERS

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

WITHDRAWAL FROM THE AUDIT ENGAGEMENT

46. Due to the limitation imposed on the scope of the audit by management, I have disclaimed my opinion on the financial statements. However, for the legislated requirement to perform the audit of municipality, I would have withdrawn from the engagement in terms of the ISAs.

PROVINCIAL INTERVENTION

47. The provincial executive in February 2016 approved that the municipality be placed under section 139(1)(b) of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996).

UNAUDITED DISCLOSURE NOTES

48. In terms of section 125(2)(e) of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) the municipality is required to disclose particulars of non-compliance with the MFMA in the financial statements. This disclosure requirement did not form part of the audit of the financial statements and accordingly I do not express an opinion thereon.

UNAUDITED SUPPLEMENTARY SCHEDULES

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

RESPONSIBILITIES OF THE ACCOUNTING OFFICER FOR THE FINANCIAL STATEMENTS

50. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA standards of GRAP) and the requirements of the MFMA and DoRA and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

51. In preparing the financial statements, the accounting officer is responsible for assessing the municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the accounting officer either intends to liquidate the municipality or to cease operations, or has no realistic alternative but to do so.

AUDITOR-GENERAL'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

52. My responsibility is to conduct an audit of the financial statements in accordance with International Standards on Auditing and to issue an auditor's report. However, because of the matters described in the basis for disclaimer of opinion section of my report, I was not able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.

53. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* (IESBA code) together with the ethical requirements that are relevant to my audit of the financial statements. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

INTRODUCTION AND SCOPE

54. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected key performance areas presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.

55. My procedures address the reported performance information, which must be based on the approved performance planning documents of the municipality. I have not evaluated the completeness and appropriateness of the performance indicators/measures included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

56. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following

selected key performance areas presented in the annual performance report of the municipality for the year ended 30 June 2016:

Key performance areas	Pages in the annual performance report
Basic services and infrastructure development	x-x
LED and spatial development	x-x
Financial viability and management	x - x

57. I performed procedures to determine whether the reported performance information was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

58. The material findings in respect of the usefulness and reliability of the selected key performance areas are as follows:

BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

PERFORMANCE TARGETS NOT SPECIFIC AND MEASURABLE AND INDICATORS NOT WELL DEFINED

59. The FMPPi requires that performance targets should be specific in clearly identifying the nature and required level of performance and measurable. All targets were not specific and measurable.

60. The FMPPi requires that performance indicators should be well defined by having clear definitions so that data can be collected consistently and is easy to understand and use. A total of 97% indicators were not well defined.

RELIABILITY OF PERFORMANCE INFORMATION

61. The FMPPi requires auditees to have appropriate systems to collect, collate, verify and store performance information to ensure reliable reporting of actual achievements against planned objectives, indicators and targets. I was unable to obtain the information and explanations I considered necessary to satisfy myself as to the reliability of the reported performance information. This was due to the fact that the auditee could not provide sufficient appropriate evidence in support of the reported performance information.

LED AND SPATIAL DEVELOPMENT

PERFORMANCE TARGETS NOT SPECIFIC AND MEASURABLE AND INDICATORS NOT WELL DEFINED

62. The FMPPI requires that performance targets should be specific in clearly identifying the nature and required level of performance and measurable. All targets were not specific and measurable.

63. The FMPPI requires that performance indicators should be well defined by having clear definitions so that data can be collected consistently and is easy to understand and use. All indicators were not well defined.

RELIABILITY OF PERFORMANCE INFORMATION

64. The FMPPI requires auditees to have appropriate systems to collect, collate, verify and store performance information to ensure reliable reporting of actual achievements against planned objectives, indicators and targets. I was unable to obtain the information and explanations I considered necessary to satisfy myself as to the reliability of the reported performance information. This was due to the fact that the auditee could not provide sufficient appropriate evidence in support of the reported performance information.

FINANCIAL VIABILITY AND MANAGEMENT

USEFULNESS OF PERFORMANCE INFORMATION

Performance targets not specific and measurable and indicators not well defined and verifiable

65. The FMPPI requires that performance targets should be specific in clearly identifying the nature and required level of performance and measurable. All targets were not specific and measurable.

66. The FMPPI requires that performance indicators should be well defined by having clear definitions so that data can be collected consistently and is easy to understand and use. A total of 93% indicators were not well defined.

67. The processes and systems that produced the indicator should be verifiable, as required by the FMPPI. A total of 57% indicators were not verifiable.

RELIABILITY OF PERFORMANCE INFORMATION

68. The FMPPI requires auditees to have appropriate systems to collect, collate, verify and store performance information to ensure reliable reporting of actual achievements against planned objectives, indicators and targets. I was unable to obtain the information and explanations I considered necessary to satisfy myself as to the reliability of the reported performance information. This was due to the fact that the auditee could not provide sufficient appropriate evidence in support of the reported performance information.

OTHER MATTER

69. I draw attention to the matter below.

ACHIEVEMENT OF PLANNED TARGETS

70. Refer to the annual performance report on pages' x to x for information on the achievement of planned targets for the year and explanations provided for the under/overachievement of a number of targets. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information in paragraphs x; x; x of this report.

REPORT ON AUDIT OF COMPLIANCE WITH LEGISLATION

INTRODUCTION AND SCOPE

71. In accordance with the PAA and the general notice issued in terms thereof I have a responsibility to report material findings on the compliance of the municipality with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

72. The material finding s on compliance with specific matters in key legislations are as follows:

STRATEGIC PLANNING AND PERFORMANCE

73. I could not obtain sufficient appropriate audit evidence that the local community was afforded the opportunity to comment on the final draft of the integrated development plan (IDP) before adoption, as required by section 42 of the Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA) and regulation 9, 13(1), 13(4)(c) and 15(3) of Municipal planning and performance management regulations .

74. I could not obtain sufficient appropriate audit evidence that amendments to the IDP was adopted by the council only after all the members of council were given reasonable notice and the proposed amendments was published for public comment, as required by regulation 3(4) and 3(5) Municipal planning and performance management regulations.

ANNUAL FINANCIAL STATEMENTS, PERFORMANCE AND ANNUAL REPORT

75. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements identified by the auditors in the submitted financial statements were not adequately corrected and the supporting records could not be provided subsequently, which resulted in the financial statements receiving a disclaimer audit opinion.

76. The annual financial statements were not submitted for auditing within two months after the end of the financial year, as required by section 126(1)(a) of the MFMA.

77. Late submission of the annual financial statements to the Auditor-General for auditing was not appropriately addressed by the mayor and municipal council, as required by section 133(1) of the MFMA.

PROCUREMENT AND CONTRACT MANAGEMENT

78. I could not obtain sufficient appropriate audit evidence that all contracts and quotations were awarded in accordance with the legislative requirements and a procurement process which is fair, equitable, transparent and competitive, as there was no proper record keeping in place to ensure that complete, relevant and accurate information is accessible and available to support the procurement processes followed.

79. Goods and services with a transaction value of below R200 000 were procured without obtaining the required price quotations, in contravention of by Supply Chain Management (SCM) regulation 17(a) and (c).

80. As a list of accredited prospective providers was not provided for procuring goods and services through quotations as required by SCM regulation 14(1)(a), I could not determine if quotations were accepted from prospective providers who are not registered on the list of accredited prospective providers and do not meet the listing requirements prescribed by the SCM policy in contravention of SCM regulations 16(b) and 17(b).

81. I could not obtain sufficient appropriate audit evidence that contracts were awarded to bidders based on points given for criteria that were stipulated in the original invitation for quotations, as required by SCM regulations 21(b) and 28(1)(a) and Preferential Procurement Regulations. I could not obtain sufficient appropriate audit evidence that the preference point system was applied in all procurement of goods and services above R30 000, as required by section 2(a) of the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000) (PPPFA) and SCM regulation 28(1)(a).

82. I could not obtain sufficient appropriate audit evidence that contracts were awarded to suppliers based on preference points that were allocated and calculated in accordance with the requirements of the PPPFA and its regulations.

83. I could not obtain sufficient appropriate audit evidence that contracts were awarded to bidders that scored the highest points in the evaluation process, as required by section 2(1)(f) of PPPFA.

84. I could not obtain sufficient appropriate audit evidence that contracts were awarded only to bidders who submitted a declaration on whether they were employed by the state or connected to any person employed by the state, as required by SCM regulation 13(c).

85. I could not obtain sufficient appropriate audit evidence that the performance of contractors or providers was monitored on a monthly basis, as required by section 116(2)(b) of the MFMA.

86. I could not obtain sufficient appropriate audit evidence that the contract performance and monitoring measures and methods were sufficient to ensure effective contract management, in contravention of section 116(2)(c) of the MFMA.

87. Awards were made to providers who were in the service of other state institutions or whose directors/ principal shareholders were in the service of other state institutions], in contravention of MFMA 1120) and SCM regulation 44.

88. I could not obtain sufficient appropriate audit evidence that contract were only awarded to providers whose tax matters had been declared by the South African Revenue Service to be in order, as required by SCM regulation 43.

HUMAN RESOURCES MANAGEMENT

89. The competencies of financial and supply chain management officials were not assessed in a timely manner in order to identify and address gaps in competency levels as required by regulation 13 of the Municipal Regulations on Minimum Competency Levels.

90. The municipality did not develop and adopt appropriate systems (policies) and procedures to monitor, measure and evaluate performance of staff in contravention of section 67(d) of the MSA.

REVENUE MANAGEMENT

91. An adequate management, accounting and information system which accounts for revenue and debtors was not in place, as required by section 64(2)(e) of the MFMA.

92. An effective system of internal control for debtors/ revenue was not in place, as required by section 64(2)(f) of the MFMA.

93. I could not obtain sufficient appropriate audit evidence that revenue due to the municipality was calculated on a monthly basis, as required by section 64(2)(b) of the MFMA.

94. I could not obtain sufficient appropriate audit evidence that accounts for service charges were prepared on at least a monthly basis or any other reasonable time period, as required by section 64(2)(c) of the MFMA.

EXPENDITURE MANAGEMENT

95. Money owed by the municipality was not always paid within 30 days, as required by section 65(2)(e) of the MFMA.

96. An effective system of expenditure control including procedure for approval and authorisation of funds in place, as required by section 65(2)(a) of the MFMA.

97. Reasonable steps were not taken to prevent unauthorised, irregular and fruitless and wasteful expenditure, as required by section 62(1)(d) of the MFMA.

LIABILITY MANAGEMENT

98. An effective system of internal control for liabilities was not in place, as required by section 63(2)(c) of the MFMA.

ASSET MANAGEMENT

99. An effective system of internal control for assets (including an asset register) was not in place, as required by section 63(2)(c) of the MFMA.

CONSEQUENCE MANAGEMENT

100. Unauthorised expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(a) of the MFMA.

101. Irregular and fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA and Municipal budget and reporting regulations 75(1).

INTERNAL CONTROL DEFICIENCIES

102. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance thereon. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for disclaimer of opinion, the findings on the performance report and the findings on compliance with legislation included in this report.

LEADERSHIP

103. Instability and vacancies in key positions, coupled to an unfocused political will had a detrimental impact on the timely preparation and submission of credible financial statements and performance information.

104. The slow response by leadership to improve the internal controls and addressing prior years' audit findings again led to a disclaimer opinion, this despite provincial intervention in the administration of the municipality.

105. Consequence management was not effective, as the council did not investigate instances of unauthorised, irregular and fruitless and wasteful expenditure to determine whether any person was liable for the expenditure.

106. Management did not create a specific and achievable action plan to improve the internal control deficiencies in order to resolve previously reported findings that I reported again in this report. While there was a comprehensive action plan for financial reporting the plan did not yield the planned results.

107. The municipality did not have sufficient monitoring controls to ensure the proper implementation of the overall processes of reporting on predetermined objectives and compliance with legislation.

FINANCIAL AND PERFORMANCE MANAGEMENT

108. Proper record keeping during the current and previous years' audits, was not implemented to ensure that complete, relevant and accurate information was accessible and available to support financial and performance reporting.

109. Controls over daily and monthly processing and reconciling of transactions were not implemented

110. The municipality's compliance monitoring process has not been effective in the implementation and monitoring of controls to ensure compliance with legislation, contributing to the repeat non-compliance findings.

GOVERNANCE

111. Those charged with governance did not provide adequate oversight over the effectiveness of the internal control environment, including financial and performance reporting and compliance with laws and regulations.

OTHER REPORTS

112. I draw attention to the following engagement that could have, an impact on the matters reported in the municipality's financial statements, reported performance information, compliance with applicable legislation and other related matters. This report did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.

113. A proclamation that authorises the Special Investigating Unit to conduct an investigation at the municipality was pronounced after year-end. The investigation was on-going at the date of the audit report.

Auditor-General.

Polokwane

30 November 2017



A U D I T O R - G E N E R A L

SOUTH AFRICA

Auditing to build public confidence

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give “full and regular” reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “what we do”.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual budget of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General Key performance indicators	After consultation with MEC (Member of Executive Committee) for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are “what we use to do the work”. They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	<ul style="list-style-type: none"> • Service delivery & infrastructure • Economic development • Municipal transformation and institutional development • Financial viability and management

	<ul style="list-style-type: none"> • Good governance and community participation
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	<p>One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area.</p> <p>Section 1 of the MFMA defines a "vote" as:</p> <p>a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and</p> <p>b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</p>

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