



# MOPANI DISTRICT MUNICIPALITY ANNUAL REPORT



2011/12

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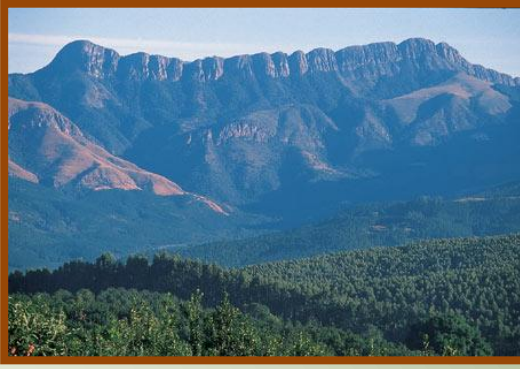
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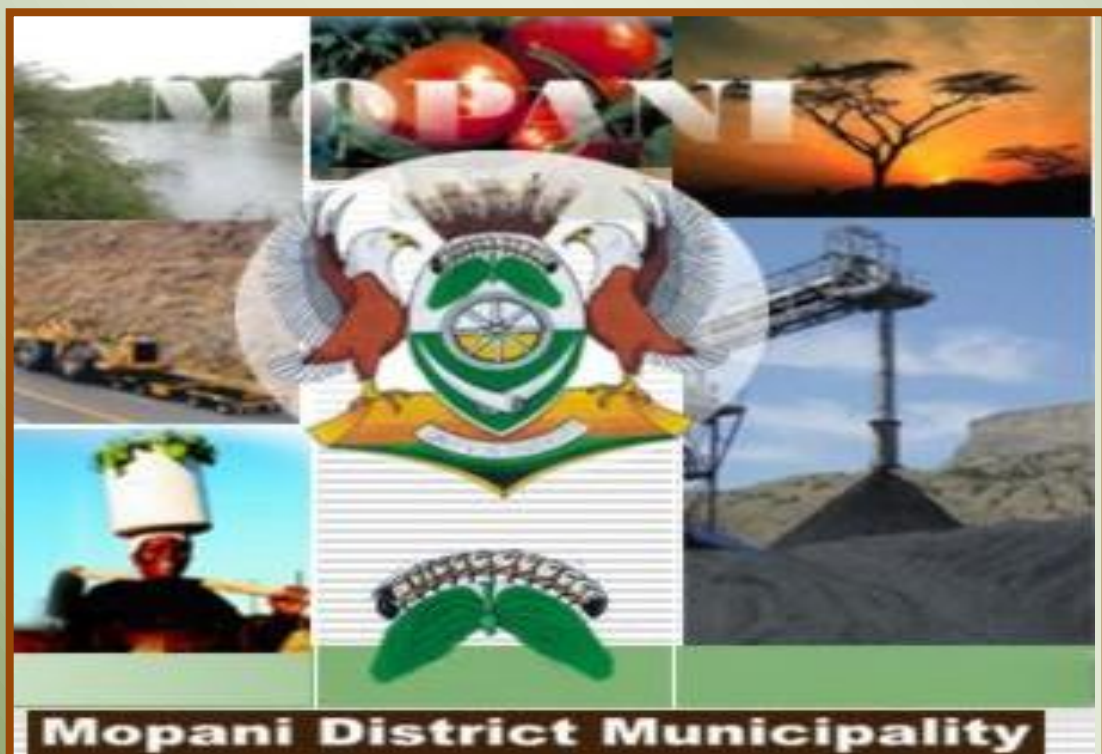
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## Chapter 1:

# Introduction and Overview





## Chapter 1: Introduction and Overview

### EXECUTIVE MAYOR'S FOREWORD

In the ten years of the existence of Mopani District Municipality we have much to point to the development of our communities in both social and economic development through the IDP as a transformational tool to fulfil "the people shall govern". The areas which had no drop of clean water have graduated from the situation. Communities, who used dung for energy to cook, have access to electricity. Communities who were using bucket system for toilet have graduated from that. Our rural areas have started to receive Refuse removal services. Communities who had no access to economic opportunities have been made better by bringing jobs nearer home through our growth points development initiatives.



We still cannot stay at the comfort of these achievements. The voices of the destitute are still echoing. In order to ensure that no-one is left out leadership still has the next hurdle to go through. IDP (plan) is the results of very hard work aimed at laying a step for the new Council to start and deliver services to the people. The District municipality is investing the highest proportion of its budget on basic services which are mainly targeted on rural communities, i.e portable water, sanitation, paved roads and electricity.

Mopani has started to make in-roads to rural communities with Refuse removal services by Local Municipalities, BPM, GTM & GLM. Overall, 71 villages are already served. To make economic impact to areas where previously disadvantaged communities have concentrated, growth points have been identified in those areas. Ndhambi is a typical rural area identified a District growth point in Greater Giyani Municipality while Mokwakwaila, also deep rural, is the growth point for Greater Letaba Municipality. Again, to further turn the previous situation around, Greater Giyani municipality is identified nationally for a pilot project in Comprehensive Rural Development program, launched on 17 August 2009.

The mega-water project, Nandoni to Nsami dams' bulk pipeline is envisaged to make high livelihood impact in the currently known drought stricken Greater Giyani municipality. A plaza shopping centre is established at Tikiline (GTM) and another being underway at Metz (MLM). These are bringing economic activities and decent jobs closer to people's place of residence, thus transforming the legacy of the past. A number of roads have been established and paved to increase rural access which allows economic activities to take place in those areas.

The vision of the Mopani District Municipality is *"To be the Food Basket of Southern Africa and the Tourism Destination of Choice"*. The mission is:

- ▶ *To provide integrated sustainable equitable services through democratic responsible and accountable governance.*
- ▶ *Promoting the sustainable use of resources for economic growth to benefit the community.*

The annual Strategic planning sessions reviewed the overall Strategy of the municipality, which consists of Strategic Themes (also known as KPAs) and Strategic Objectives were reviewed. The Strategic Themes and Objectives are contained in the Strategy Map which indicates how value will



be created for stakeholders, communities and citizens. It provides a visual representation of the Strategy and is based on the Balanced Scorecard Methodology. During this review process Strategic Key Performance Indicators had to indicate clearly what the municipality intends to achieve in a period spanning from year 2011 and over. In order to strengthen impact, strategic developmental corridors have been identified where investors and any value adding organ of state, parastatal, etc. could put their resources. The corridors are also supporting the District growth nodes. For implementation purposes, in the Projects Phase, the Operational Strategies of the municipality were determined by means of identification of projects and initiatives which will ensure the achievement of the Intend of the municipality.

The ten Strategic Objectives for the 2011/2012 financial year were:

- ▶ *Plan for the Future*
- ▶ *Manage through information*
- ▶ *Develop entrepreneurial and intellectual capability*
- ▶ *Improve community well-being*
- ▶ Develop and maintain infrastructure
- ▶ Provide clean and safe water
- ▶ Effective coordination of public transport systems
- ▶ *Grow the economy*
- ▶ *Become financially viable*
- ▶ Democratic and accountable organization

The Performance Management System of MDM is integrated with the IDP and SDBIP. It is an enabler for MDM to Report, Monitor and Review the implementation of IDP for better accountability and benchmarking amongst its municipalities. It also forms the basis for budget adjustment.

The Mopani District Municipality is aware of the critical challenges facing the country as a whole, as well as the national strategies and Programme of Action to meet them. As suggested by Cabinet around aligning the NSDP, LEGDP and district IDPs, the key to this activity is ensuring that the three spheres of government use the common platform of (1) “need/ poverty” and (2) “development potential” as espoused in the NSDP to analyse the space economy of their areas of jurisdiction. The result is that the district municipality play a far greater role in decisions on infrastructure investment and development spending by all three spheres of government. Mopani District through the funding from Presidency has therefore engaged the service provider to do an in-depth analysis in socio-economy within its area of jurisdiction, with clear focus on ensuring that NSDP and IDPs are aligned. Public Participation and awareness has once again been engaged in through the local municipalities’ IDP Representative Forum meetings. Local municipalities also involved ward committees in conducting ward surveys in the respective local municipalities.

**Cllr L. J Matlou**

**Executive Mayor**





## REPORT BY MUNICIPAL MANAGER



The 2010/11 year has indeed ushered in a new wave of thinking within the district municipality particularly when it comes to service delivery. It must be indicated that with a population of over a million and a household that is predominately rural.

Our IDP rating improved from medium to high during the 2010/11 MEC assessment. The improvement came as a result of the collaborative effort we are having with all sector departments and the parastatals operating within the jurisdiction of Mopani District which also resulted in the development of a joint strategic planning document which will incorporate the plans from the various government institutions impacting a specific geographic area. We are pleased to confirm that indeed we were able to

convene such a session whereby the district wide strategic planning document was developed and approved by the District Intergovernmental Forum chaired by the Executive Mayor. Whilst there were some challenges in getting everyone to be present and contribute effectively, we believe it is a step in the right direction. The good thing to note is that this effort has contributed positively in the improved IDP rating and we are pleased with this improvement.

Accordingly, the IDP of the municipality is aligned with the budget and the performance management system. This implies that any service and/or programme that was implemented by the municipality was informed by the set targets against the outcome of the analysis phase, the allocated budget resources and the performance targets as set by Council in consultation with the communities. The report will provide a feedback on the strategic performance as per the IDP, National KPI's and the SDBIP. In this regard, the strategic (IDP) scorecard which includes the National indicators has achieved a score of **3.09 (103%)**, while the organisational scorecard (Higher and Lower SDBIP) achieved a score of 2.95 (98%).

Five of the ten strategic objectives achieved target during 11/12 with the strategic objective for *Plan for the Future* with the best performance achieving the maximum score of **5.00**. This was followed by the objectives for *improve community well-being* objective with a score of **4.44**. The objectives to *develop entrepreneurial and intellectual capability*, *manage through information* and *effective coordination of public transport systems* also achieved target. The remaining objectives all ended the year below target with the lowest level of performance being seen in the objective to *provide clean and safe water* with a score of only **1.45**.

On the service delivery, it must be stated that the priority area for the district is water services so therefore majority of the service delivery projects that were implemented are water related with a few roads and electricity projects. Roads Infrastructure and Transport Development had success in that during the 11/12 financial year in that 3 432.47 km of gravel roads were bladed during the financial year, far exceeding the annual target of 1 560 km. The following projects were successful:



- ▶ *Metz Bismark* – Current year phase was completed and handed over.
  - ▶ *Dav Village to Nkowankowa* - Phase 1 of the project was completed (2.5km).
  - ▶ *Xikukwane Xibulane* - The project planning has been completed. Project to be implemented in the 2012-13 budget
  - ▶ *Maseke to Mashishimale* – The planning was completed. Construction to be done under the 2012/13 budget.
- 
- *Electrification of Mageva* – The households have been electrified and the project was completed.
  - *Metz Bismarck Road* – This project (Phase 4) was completed. The storm water pipes were installed and hand over took place.
  - *Mopani Rural Household Sanitation* – This project was completed with a total of 8 975 units and we have eradicated backlogs in the Maruleng Municipality.
  - *Lulekani RDP Houses Sewerage* – This project was done in-house and was completed.

Be as it might be, it is equally important to indicate that we have also implemented major bulk pipelines for water which are still underway. These include the Mapuve to Giyani pipeline which is almost at 97% complete, Nandoni to Nsami Pipeline which is at almost 39% due to Project on being on hold due to court interdict and the Mametja Sekororo whereby a new purification plant will be constructed.

On the conservation of power and water within the municipal offices, it must be highlighted that there is still more work that we need to do. The conservation of power is taking place whereby a notice issued to all staff to switch off power points when not in use is being implemented. These will be continued even in the next financial year given the fact that we also plan to introduce new energy saving projects which will also qualify as green projects.

One of the areas that our municipality has not done very well is in the area of policy development whereby during the period in review we have developed almost new Human Resource policies which could not be processed in time for Council approval and we hope this situation will be rectified in the new financial year. However it is worth noting that Council has considered the impact of the global economic crisis and as a result have resorted to using our municipal facilities that can accommodate not more than seventy people for meetings such as the disaster management centre and the auditorium.

During the period in review, our municipality has implemented the shared services with our five local municipalities in the area of Audit Committee and Performance Management System whereby we are utilising the same method of performance management. The benefit to this approach is that we are able to assist and support one another whenever there are challenges. It is envisaged that not long we will add more services on this approach given its huge benefits to the municipalities. It is



our wishes that the New Year will bring more improvement in those areas that are still a challenge but also continue to maintain excellent performance where the municipality has done very well.



## **EXECUTIVE SUMMARY**

Mopani District Municipality was established in 2000 in terms of the Municipal Structures Act, 1998 (Act No. 117 of 1998). The municipal offices of the district are situated in the government complex in Giyani in the Greater Giyani Municipality. The District Disaster Management centre is built in Tzaneen town and is in full use including Fire services.

### **Municipal Functions**

The powers and functions of the Mopani District Municipality, tabled in terms of sections 83 and 84 of the Municipal Structures Act, 1998, the Limpopo Provincial Notice No. 309 of 2000, Government Gazette No. 615 of 1st October 2000 and Notice no 356, Gaz. No. 1195 of 14th October 2005 , are as follows:

- (a) Integrated Development Planning for the district municipality as a whole, including a framework for integrated development plans for the local municipalities within the area of the district municipality, taking into account the integrated developments plans on those local municipalities
- (b) Bulk supply of water that affects a significant proportion of municipalities in the district
- (c) Bulk supply of electricity that affects a significant proportion of municipalities in the district
- (d) Bulk sewerage purification works and main sewage disposal that affects a significant proportion of the municipalities in the district
- (e) Solid waste disposal sites serving the area of the district municipality as a whole
- (f) Municipal roads which form integral part of a road transport system for the area of the district municipality as a whole
- (g) Regulation of passenger transport services
- (h) Municipal Airport serving the area of the district municipality as a whole
- (i) Municipal Health Services serving the area of the district municipality as a whole
- (j) Fire Fighting services serving the area of the district municipality as a whole
- (k) The establishment conducts and control of fresh produce markets and abattoirs serving the area of the district municipality as a whole
- (l) The establishment, conduct and control of cemeteries and crematoria serving the area of the district municipality as a whole
- (m) Promotion of local Tourism for the area of the district municipality as a whole
- (n) Municipal public works relating to any of the above functions or any other functions assigned to the district municipality



- (o) The receipt, allocation and if applicable, the distribution of grants made to the district municipality
- (p) The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation.

It should be noted that the division of powers and functions between the district municipality and local municipalities were adjusted by the MEC for Local Government and Housing in terms of sections 16 and 85 of the Municipal Structures Act, 1998 and published in the Provincial Gazette No. 878, dated 07 March 2003. The following District municipal powers and functions were thus transferred to Local Municipalities:

- ▶ Solid waste disposal;
- ▶ Municipal roads which form an integral part of a road transport system of the municipal area;
- ▶ The establishment, conduct and control of cemeteries and crematoria serving the municipal area;
- ▶ Promotion of local tourism for the municipal area;
- ▶ Municipal works relating to any of the above functions or any other functions assigned to the local municipality.

NB: The District has not yet taken over on the Municipal Airports function. Study has been commissioned for that.



### **Profile of the Mopani District Municipality**

The jurisdiction of the Mopani District Municipality comprises five local municipalities and the District Management Area:



**Greater Tzaneen Local Municipality**



**Greater Giyani Local Municipality**



**Greater Letaba Municipality**



**Maruleng Local Municipality**



**Ba-Phalaborwa Local Municipality**



The Mopani District municipality is situated in the North-eastern part of the Limpopo Province, 70km and 50km from Polokwane (main City of the Limpopo Province), along provincial roads R81 and R71 respectively.



It is bordered in the east by Mozambique, in the north, by Vhembe District Municipality through Thulamela & Makhado municipalities, in the south, by Mpumalanga province through Ehlanzeni District Municipality (Bushbuckridge, Thaba-Chweu and Greater Tubatse) and, to the west, by Capricorn District Municipality (Molemole, Polokwane & Lepelle-Nkumpi), in the south-west, by Sekhukhune District Municipality (Fetakgomo). The district spans a total area of 2 001 100 ha (20 011 km<sup>2</sup>), inclusive of portions of Kruger National Park from Olifants to Tshingwedzi camps. There are 16 urban areas (towns and townships), 354 villages (rural settlements) and a total of 125 Wards.

The district is named Mopani because of the abundance of nutritional Mopani worms found in the area. By virtue of the Kruger National Park being part of Ba-Phalaborwa and Greater Giyani municipalities, Mopani District is part of the Great Limpopo Transfrontier Park, the park that combines South Africa, Mozambique and Zimbabwe. The strategic location of the District embodies both advantages and disadvantages. The communities of Mopani should be well positioned, in order to harness advantages that come with their neighbourliness with Mozambique. The converse is also true. Problems are even more apparent than advantages. Health and security pose some risks.

The map below depicts Mopani District and the local municipalities as re-determined in year 2008 by the Municipal Demarcation Board.

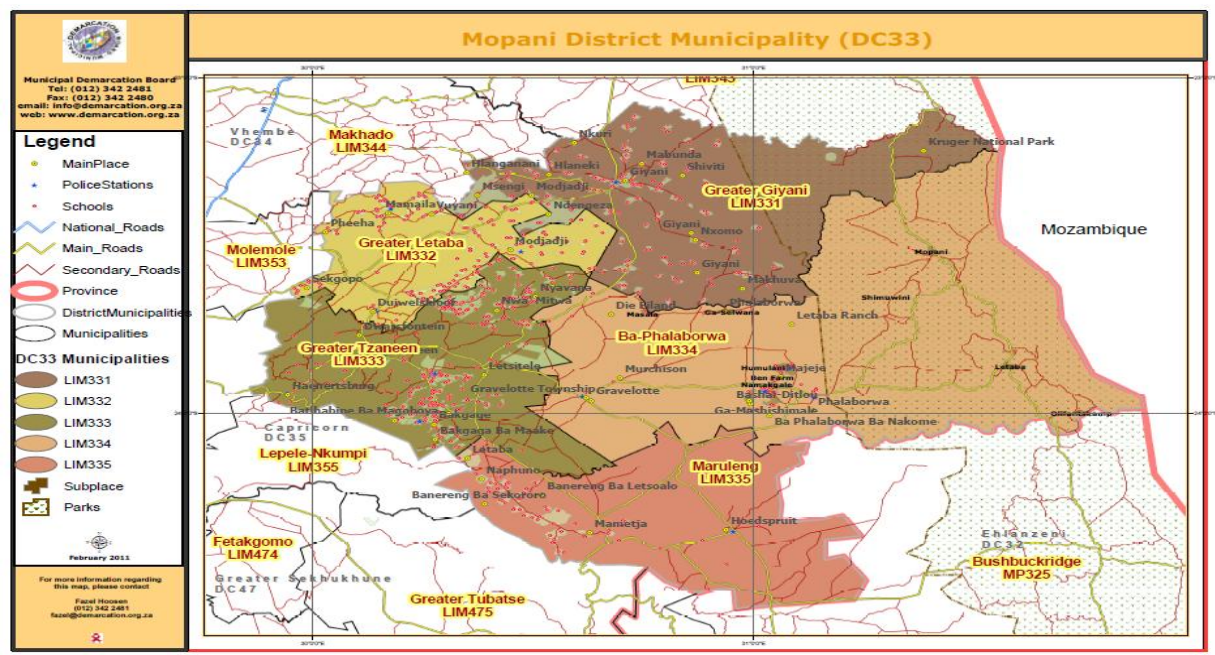


Figure 1: Mopani District Municipality



The vision for the Mopani District Municipality has been its most ambitious dream:

***“To be the Food Basket of Southern Africa and the Tourism Destination of Choice”***



This dream is reachable due to the diverse vegetation within the District, ranging from sub-tropical, tropical to bushveld, as well as the fact that Mopani embraces Kruger National Park with acclaimed Great Limpopo Transfrontier Park and two Border posts to Mozambique. It naturally creates the ideal opportunity to promote the District as the tourist growth point in the Limpopo Province and through its considerable range of natural resources available, in create a conducive environment for economic growth to ultimately facilitate job creation and poverty alleviation.

## Demographics

The following analogy provides an overview and critique of the important demographic indicators of the Mopani District. It covers the population size, age distribution, unemployment, income generation, educational levels and services backlogs in the district. The socio-economic profile of the district provides an indication of poverty levels and development prospects.

## Population

The reconciled total population of the Mopani District Municipality STATSSA Community Survey of 2007 is 1 068 569. The population for each municipality within Mopani District is presented in the table below. Out of the entire district population, 81% reside in rural areas, 14% in urban areas and 5% stay on farms. The population densities vary from municipality to another, but the average is 23 people/ ha. It shows that people are sparsely populated with sufficient land around them. The problem of land shortage for economic development is perpetrated by the vast land occupied for dwelling purposes, leaving much little for economic growth. A move towards reduction of stands sizes may need due consideration.

**Table 1: Estimated Population, StatsSa 2007**

Estimated Population		STATSSA Survey 2007				
Municipality	Area/ Extent	Population	Pop. Density per hectare	Rural population	Urban population	Farming population
Greater Giyani	2 967. 27 km <sup>2</sup>	247 665	22	89,5%	10,5%	0
Greater Tzaneen	3 240 km <sup>2</sup>	349 081	24	82%	10,4%	7,6%
Greater Letaba	1 891 km <sup>2</sup>	247 745	25	94,3%	5,7%	0
Ba-Phalaborwa	3 004.88 km <sup>2</sup>	127 307	25	36,2%	51,0%	12,8%
Maruleng	3 247 km <sup>2</sup>	95 769	16	88,7%	2,3%	9,0%
District Management Area	10 993.98 km <sup>2</sup>	1 002	Nature conservation area			
<b>Mopani/ Total</b>	<b>25 344,13 km<sup>2</sup></b>	<b>1 068 569</b>	<b>23</b>	<b>81%</b>	<b>14%</b>	<b>5%</b>





The population size differs from one municipality to another and in terms of resource allocations it should be best to consider this distribution earnestly, albeit with all factors taken into account, e.g service backlogs, poverty stricken areas, identified growth areas, etc.

**Table 2: Population Dynamics in Mopani (Source Community Survey 2007)**

Municipality	Persons			Households		
	2001	2007	% change	2001	2007	% change
Mopani District	966066 (excl MLM & DMA)	1068569	11%	219179 (excl MLM & DMA)	265289	21%
Ba-Phalaborwa Local Municipality	131091	127307	-3%	30807	33792	9%
Greater Giyani Local Municipality	239287	247665	3%	52674	57537	8%
Greater Letaba Local Municipality	220102	247745	11%	49705	59537	17%
Greater Tzaneen Local Municipality	375586	349081	-8%	85993	89831	4%
Maruleng Local Municipality	(94383)	95769	1%	(19668)	24589	20%
Mopani DMA	(999)	1002	0%	(436)		

In every Local municipality, except for the Ba-Phalaborwa and the District Management area the trend of men: women ratio is the same. With DMA the reverse is true, i.e men: women are 63%: 27%. That implies that District Management area need to focus on employment equity with emphasis on gender.

Age(yrs)	GGM		GLM		GTM		BPM		MLM		DMA		Mopani (Persons)
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
0 – 4	16436	12151	14530	13554	18097	15798	6275	7418	4117	5165	53	31	<b>113625</b>
5 – 9	16424	16004	16506	13572	19590	20534	7456	6660	7469	5796	10	10	<b>130031</b>
10 – 14	14644	17696	16753	18010	22007	23446	6933	6883	7122	5538	3	0	<b>139035</b>
15 – 19	18353	18749	17551	17358	21911	23440	7252	6849	6208	5832	13	6	<b>143522</b>
20 – 24	11360	13071	10236	12735	16251	16792	6731	5612	3869	5564	26	43	<b>102290</b>
25 – 29	7031	8911	6175	7596	11993	14673	6561	4657	3042	3744	68	49	<b>74500</b>
30 – 34	6558	8084	8033	8197	9825	12866	4108	4415	3156	3069	120	50	<b>68481</b>
35 – 39	4436	7166	4388	8237	9076	11410	6014	5339	2647	3086	124	58	<b>61981</b>
40 – 44	3663	7039	3691	7207	6999	9977	3471	3923	1988	3018	76	53	<b>51105</b>
45 – 49	3426	5944	2737	6136	5534	9500	2955	2465	1698	2174	54	38	<b>42661</b>
50 – 54	2602	4825	3525	4334	4664	5727	2120	2793	1480	1594	51	18	<b>33733</b>
55 – 59	2173	3140	2734	3421	3907	5202	1788	1829	800	1317	17	7	<b>26335</b>
60 – 64	1203	2338	1727	3858	3652	4300	1479	1093	1046	1126	5	0	<b>21827</b>
65 – 69	1845	3473	1515	3894	3146	4431	972	1161	426	748	0	0	<b>21611</b>
70 – 74	1079	3026	740	2690	1335	3962	146	397	297	706	0	3	<b>14381</b>
75 – 79	883	1647	1014	1807	559	3045	234	631	297	642	3	0	<b>10762</b>



	GGM		GLM		GTM		BPM		MLM		DMA		Mopani
Age(yrs)	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	(Persons)
80 – 84	224	886	69	1249	589	1665	134	278	176	287	3	0	5560
85 +	430	745	356	1610	1331	1847	223	52	115	410	0	0	7119
<b>Totals</b>	<b>112770</b>	<b>134895</b>	<b>112280</b>	<b>135465</b>	<b>160466</b>	<b>188615</b>	<b>64852</b>	<b>62455</b>	<b>45953</b>	<b>49816</b>	<b>626</b>	<b>366</b>	<b>1068559</b>
<b>No. of people</b>	<b>247665</b>		<b>247745</b>		<b>349081</b>		<b>127307</b>		<b>95769</b>		<b>1002</b>		<b>Male: 46%</b> <b>Female: 54%</b>

**Table 3: Age Structure and Gender Composition (Source: Community Survey 2007 - STATSSA)**

The average ratio male to female in Mopani District Municipality as a whole is 46% to 54% and the tendencies and trends are still prevalent.

The age and gender structure is by and large influenced by levels of fertility, mortality and migration. These factors are also influenced by socio-economic circumstances such as education, level of affluence (income) and location. The tendencies revealed by the structure in Table 8, are as follows: In almost all local municipalities there are more females than males. This is most significant in Greater Giyani and Greater Letaba municipalities which are primarily rural/ non-urban in nature. The scenario could be attributed to low levels of education and affluence in these municipalities, exacerbated by men seeking jobs elsewhere. Ba-Phalaborwa has comparable balance in numbers between females and males, however with more males than females at working age categories. That is ascribed to young men employed in the mining sector at Phalaborwa and Gravelotte mines and young women not ready for dirty and hard jobs. The District Management Area which is largely Kruger National Park also has more males than females and that could be attributed to more men ready for field rangers' jobs than women. The ratio of men: women is 63%: 27%. That implies that District Management area need to put more focus on employment equity with emphasis on gender balance.

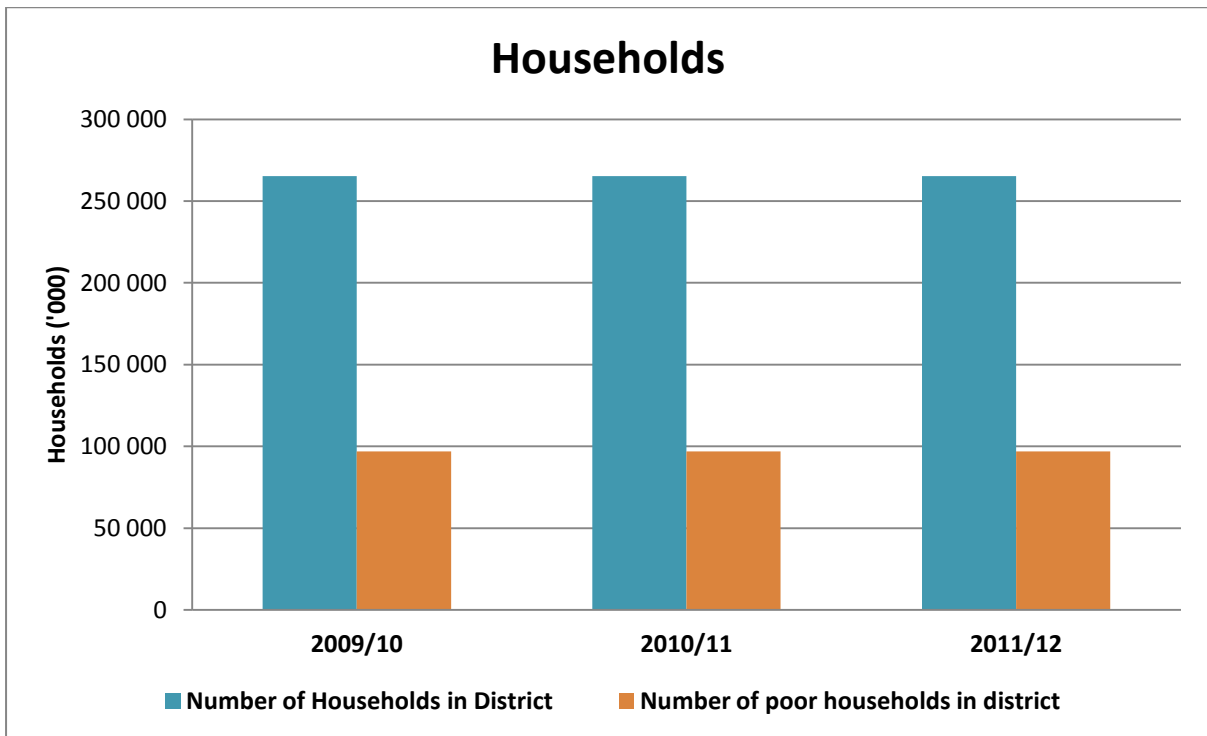
The other dimension is that the current highest population number exists in the age category 15-19 years whereas in the previous years the highest was in the category 10 – 14 years. These are school-going people who need support for them to be employable in the economic sectors. There is also proportional balance between boys and girls from age zero to 20. It will be important to consider males and females equally in issues of development in this category. Ages 20 and above show females out-numbering males significantly.

Further analysis of the demographics indicates that 49,4% of the residents are still at a young age (0-19 years). Population numbers decrease with age increase, i.e the older generation is fewer than the young one. This implies that programmes geared at developing all people with special emphasis to



women and youth will impact much to Mopani DM. The same is true for taking heed of challenges facing these population categories.

It is also notable that population size of Mopani has grown steadily at a decreasing rate since the year 2000 to-date, with absolute pick up in 2005 when Maruleng and the District Management area got incorporated into Mopani. Population growth itself is a threat to the economic growth in terms of scarcity of prime land space. However since the growth is at a decreasing rate, there is hope that Mopani will experience population number scaling down. Already the provincial trends are that population is decreasing. Since the main source of population growth is birth rate and emigration, programmes geared at combating children pregnancies and those dealing with illegal emigration should be strengthened. As per the Community Survey 2007, the overall population size of Mopani District stands at 1 068 569.





## Economic Analysis

Table 4: Socio Economic Status

Socio Economic Status (as a %)						
Year	Housing Backlog as proportion of 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
2009/10	40 469	19.7	507 991	30.6	25.2	27.1
2010/11	40 469	19.7	507 991	30.6	25.2	27.1
2011/12	40 469	19.7	507 991	30.6	25.2	27.1

Figure 2: Socio Economic Status

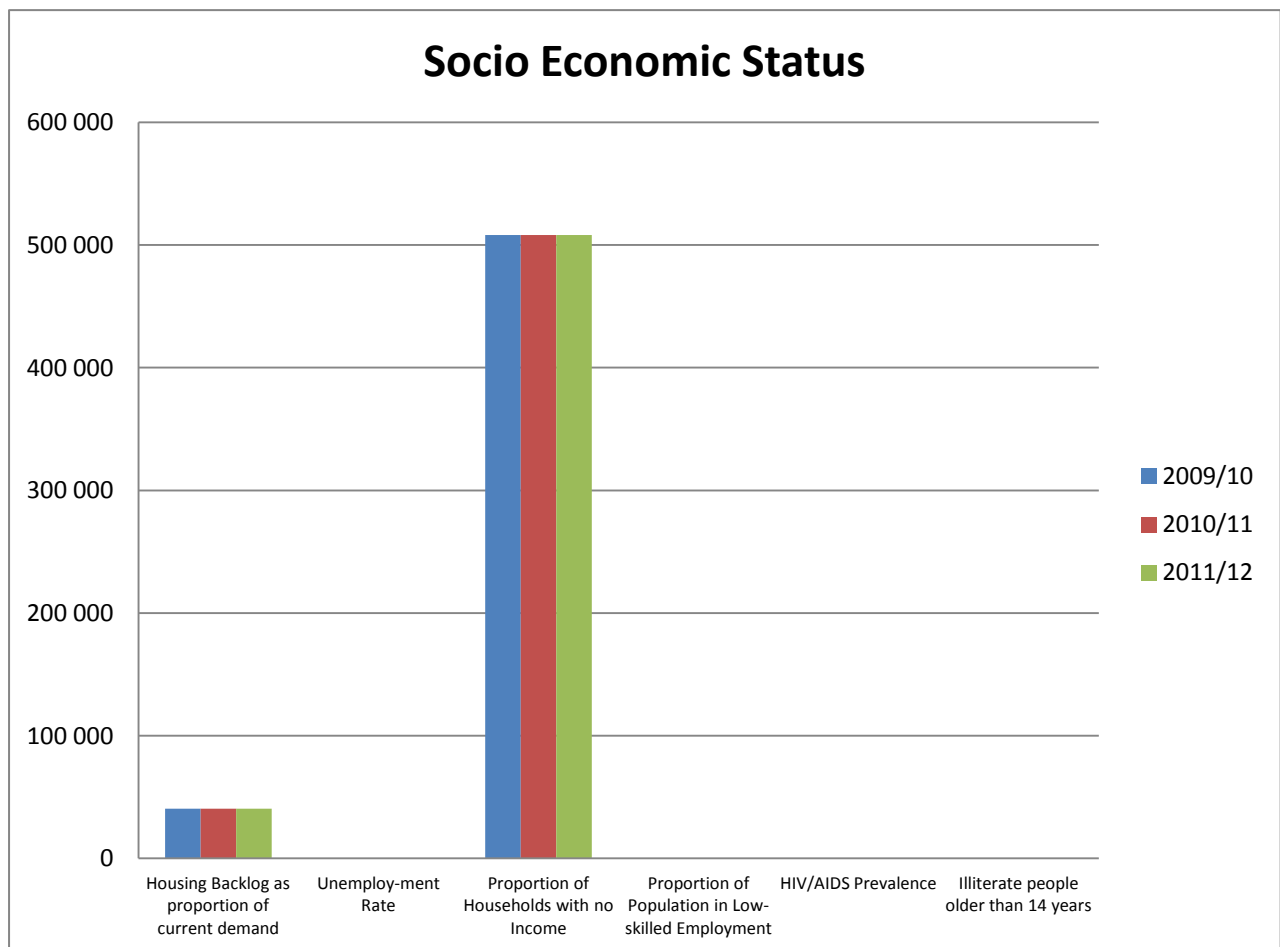


Table 5: Overview of neighbourhoods



Overview of Neighbourhoods within Mopani District Municipality		
Settlement Type	Households	Population
<b>Towns</b>		
Greater Giyani	57 538	247 665
Greater Letaba	59,539	247 745
Greater Tzaneen	89 832	349 081
Ba Phalaborwa	33 791	127 307
Maruleng	24 590	95 769
Sub-Total	205 751	1 067 567
<b>Townships</b>		
Sub-Total	0	0
<b>Rural settlements</b>		
Sub-Total	0	0
<b>Informal settlements</b>		
Sub-Total	0	0
Total	205 751	1 067 567

**Table 6: Natural Resources**

Natural Resources	
Major Natural Resource	Relevance to Community
Marula Fruits	Employment opportunities
Mopani Worms	Employment opportunities
Copper	Employment opportunities
Vermiculite	Employment opportunities
Magnesite	Employment opportunities
Source: MDM IDP	T1.2.7

Mining has been the dominant sector in Mopani since 1996, and in 2006 accounted for 31% of the gross value added. The other large sectors (in descending order) are community service (government employment), trade (which includes tourism) and finance. Mopani has almost no manufacturing sector (just 2%).

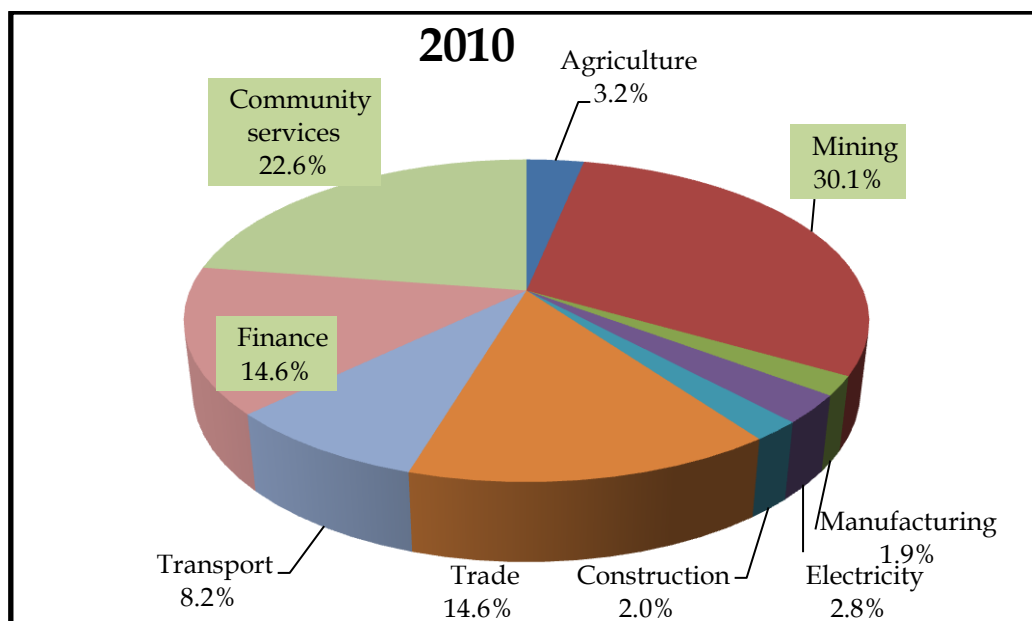
Mining is concentrated in the Ba-Phalaborwa region and it has been through 8 years of rapid expansion (see Figure 12), but oddly the secondary sectors that are expected to support mining such as manufacturing, construction and transport have not experienced any significant growth. The status leaves much to desire since other countries enjoy the processing gains in the value chain.



The mines employ over 2,000 people and an additional 450 contractors, and contribute an estimated 80% of Ba-Phalaborwa Municipality's GGP (Asubonten, pers. Comms). In 2007 the mine hoisted over 11,8 million tons of which 0,7% was converted into ore.

Historically, the international copper price has been notoriously volatile, but in early 2003 the price of copper began to rise and is now over 4 times its 2002 level. This has had a marked impact on the viability of the Phalaborwa mine, allowing it to extend its activities and critically extend the timeframe that it intends to continue to mining in the region. The current outlook (as of July 2008) was that the mine will be hoisting copper for another 8 years, and vermiculite and magnesite for at least another 20 years. The mine's market share is constrained by the unavailability of rail freight on the existing routes to Richard's Bay and Maputo. More wagons and a more reliable service on these routes, as it is claimed, would enhance the access of the Phalaborwa mining sector and particularly the vermiculite trade (Asubonten, pers. Comms).

## Sectoral contribution of Mopani's GVA, 2010



Source: Global Insight-ReX 2011

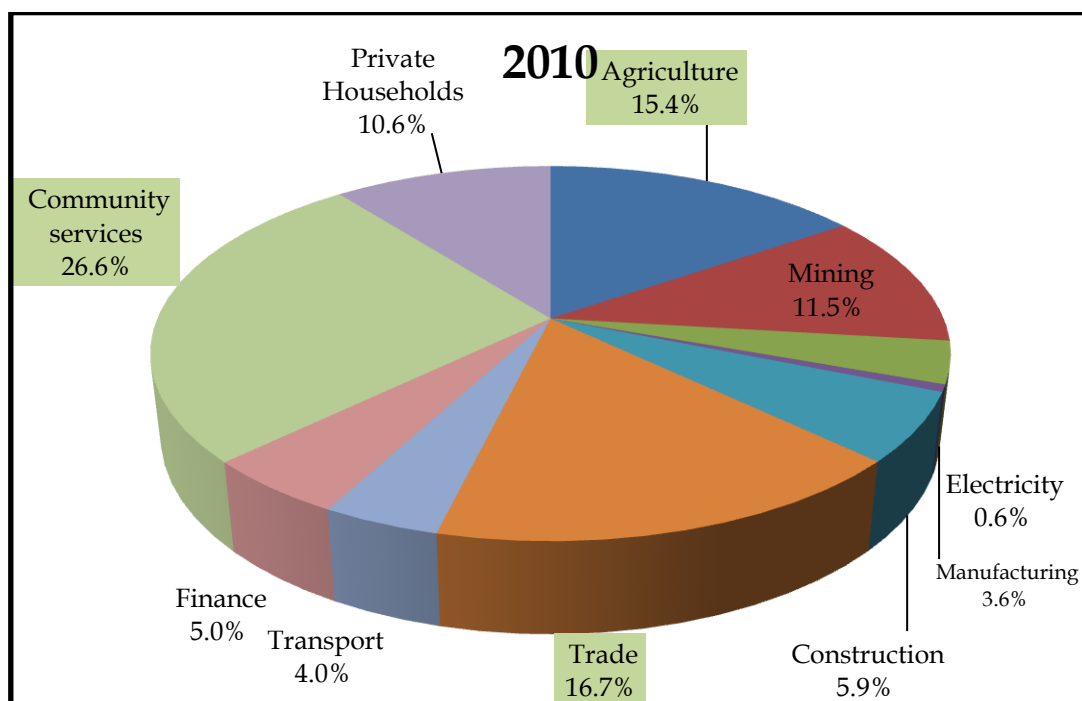
Agriculture is the sixth largest economic sector after mining, government and community services and wholesale and retail. It predominates in Tzaneen, Maruleng and Letaba although it is also significant in other districts. The land capability favours those local municipalities although the sector with some potential is spread more broadly across the district.

Agriculture is the fourth largest economic sector after mining, government and community services and wholesale and retail. It predominates in Tzaneen, Maruleng and Letaba although it is also significant in other districts. The land capability favours those local municipalities although the sector with some potential is spread more broadly across the district.



It is evident that Mopani economy is sustained by two major industries though with limited number of firms. The first is mining which is dominated by copper and phosphates. Copper is smelted in Phalaborwa while phosphates are transported as raw materials and processed in Richards Bay primarily for exports. The second major industry is agriculture. There are a number of producers but ZZ2 dominates in terms of output and the major focus is on sub-tropical fruit (tomatoes, bananas, mangoes, oranges and pineapples). The main focus of both these industries is to produce for export.

## Sectoral employment in Mopani, 2010



## Income Categories

People in the Mopani district are employed in the following sectors: Farming, Industry, Mining, Trade, Government, Transport, Tourism, Manufacturing, Construction and Energy. The Government Sector is the largest employer in the district e.g. 39% of the employed in Greater Giyani work for government. The second largest employer in Mopani district is the farming sector with 25,9% of the employed people. This, however, is not the case when considering the municipalities separately with the mining sector employing the second largest portion of the Ba-Phalaborwa population (19,5%). Greater Giyani has the highest level of unemployment with 36,8% of the population not being employed. The number of people unemployed as a percentage of the total population is the lowest in Greater Letaba with only 28,0%. It is however important to note that of the unemployed people in the district, approximately 60% are women.

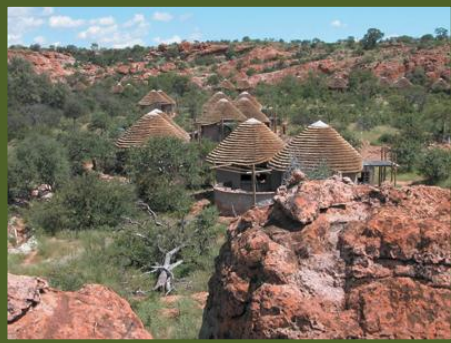


Monthly income by Geography for Person weighted (Statistics South Africa, Welfare 2007)							
	Greater Giyani	Greater Letaba	Greater Tzaneen	Ba-Phalaborwa	Maruleng	KNP	MOPANI
No income	130 547	114 748	157 491	54 960	50 245	-	<b>507 991 (48%)</b>
R 1 – R 400	62 076	71 903	89 530	30 753	23 034	-	<b>277 296 (26%)</b>
R 401 – R 800	9 968	20 201	25 205	6 815	4 231	-	<b>66420 (6%)</b>
R 801 – R 1 600	24 584	25 784	47 402	13 467	11 753	68	<b>123 058 (12%)</b>
R 1 601 – R 3 200	5 010	2 894	6 639	5 893	2 163	337	<b>23 036</b>
R 3201 – R 6 400	5 586	3 195	6457	3 678	1 384	175	<b>20 465</b>
R 6 401 – R 12800	4 280	3 839	5 138	3 123	905	35	<b>17 320</b>
R 12 801 – R 25 600	773	376	1 497	2 090	384	20	<b>5 140</b>
R 25 601 – R 51 200	56	336	403	587	57	4	<b>1 443</b>
R 51 201– R 102 400	59	-	340	18	69	-	<b>486</b>
R102 401-R 204 800	65	-	63	-	-	-	<b>128</b>
R 204 801 or more	127	-	-	-	-	-	<b>127</b>
Response not given	3 040	3 966	6 200	3 845	863	-	<b>17 914</b>
Institutions	1 490	503	2 722	2 079	687		<b>7 481</b>

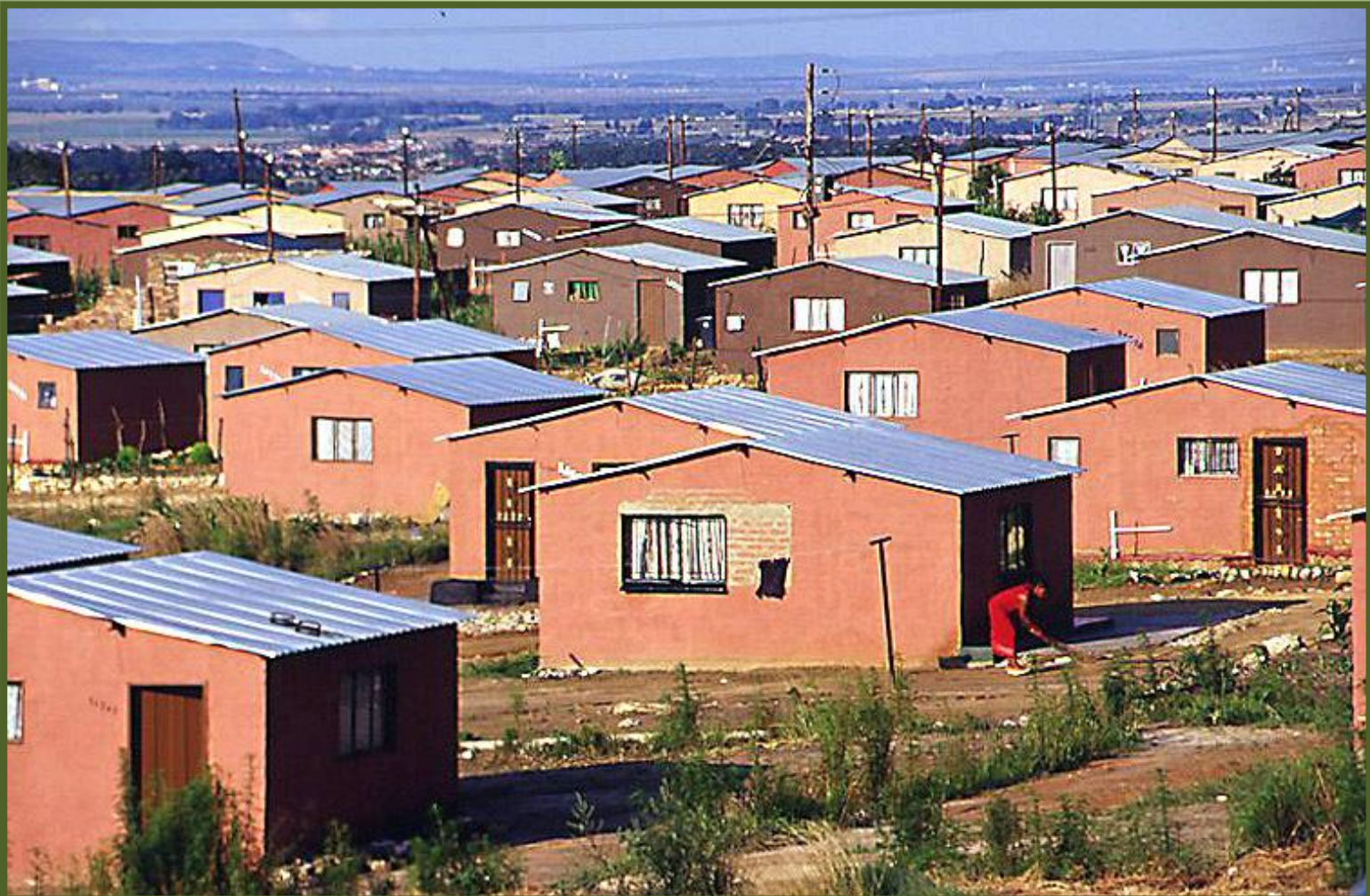
**Table 7: Monthly Income by Geography (Source: StatsSA, Welfare 2007)**

Income from employment determines the overall living standards of people and also the households' affordability levels. These levels should be taken into account when setting service level targets. The majority of people in the district (at least 81%) live in rural areas and the most of these rural residents are poor. Income in rural areas is constrained by the rural economy that is unable to provide people with remunerative jobs or self-employment opportunities. A notable percentage of people in the district have no income. It should, however, be taken into account that these figures reflect the total population and not only the potentially economically active portion of the population. Economically inactive people, such as, children and pensioners are also included. It is disturbing to note that, even for the labour force alone, 89,1% of the population in the Greater Giyani Municipality earns less than R800 per month. The situation is worse in Greater Letaba where 92,2% of the earning population earn less than R800 per month, while the situation is much better in Ba-Phalaborwa with only 75% of the labour force earning less than R800 per month. This can be attributed to the high level of urbanization in Ba-Phalaborwa and the presence of mines.





## Chapter 2: Performance Highlights





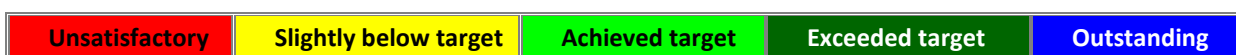
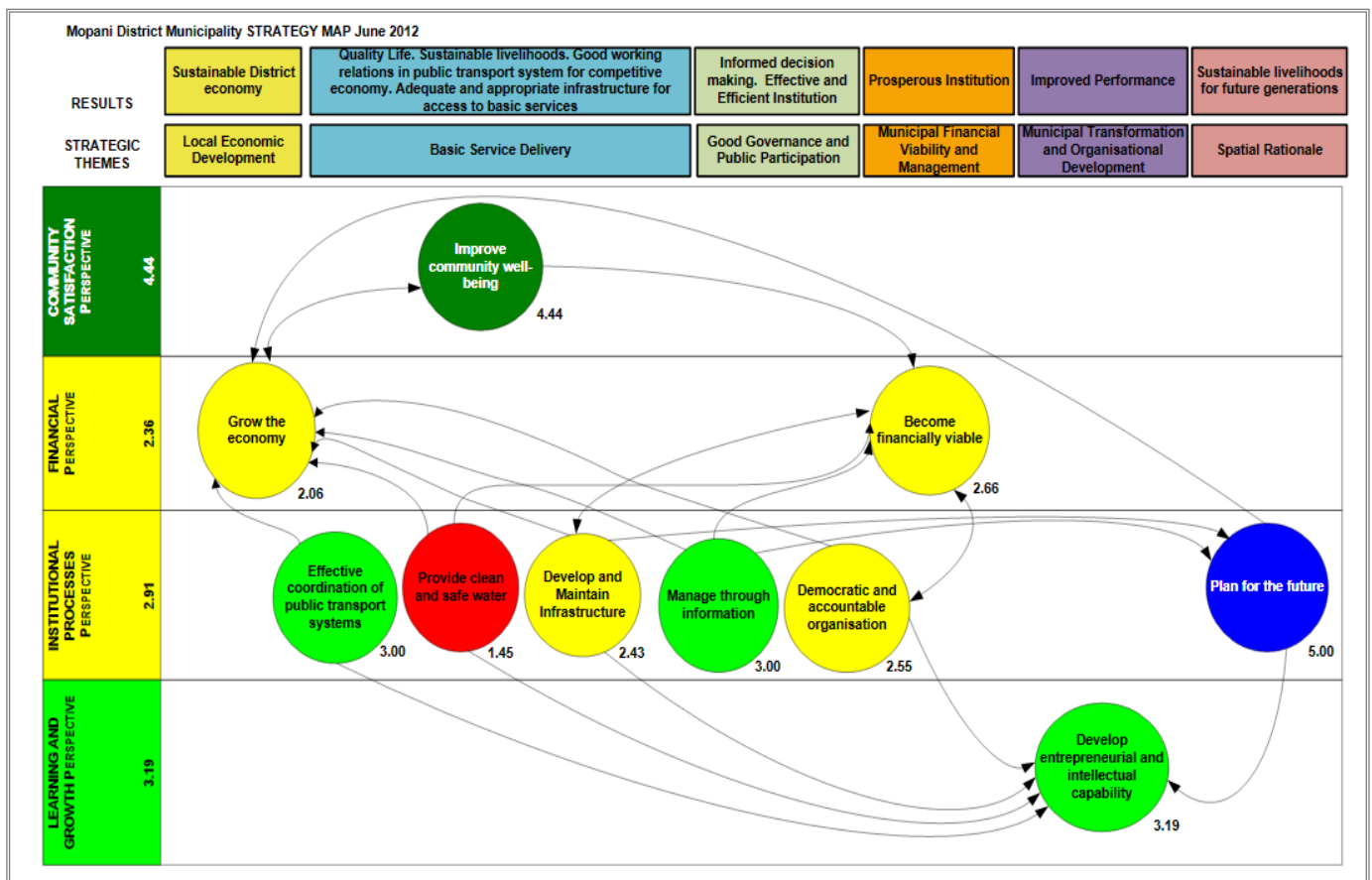
## Chapter 2: Performance Highlights

### 2.1 Performance Review 11/12

#### 2.1.1 Introduction

During the annual Strategic Planning sessions, a review of the overall Municipality's Strategy was conducted and adjustments made to best serve the needs of the community. The Strategy for the 2011/2012 financial year consisted of six strategic themes (also referred to as Key Performance Areas) and ten strategic objectives. These are contained in the Strategy Map for the Municipality which provides an overview of how value has been created for stakeholders, communities and citizens. This is a visual representation of the Strategy and is based on the Balanced Scorecard and 11-step methodology to Municipal success.

Figure 3: Mopani District Municipality Strategy Map 11/12





By the end of the financial year, five of the ten strategic objectives reached their targets, with the best level of performance being seen in the objective to *“Plan for the Future”* and *“Improve Community Well-being”* that both exceeded target. The objective to *“Provide clean and safe water”* presented a challenge and the only objective that presents a challenge going forward. Overall, the *“Community Satisfaction”* perspective performed the best followed by the *“Learning and Growth”* perspective, *“Institutional Processes”* perspective and the *“Financial”* perspective.

The Mopani District Municipality also identified nine developmental priorities based on priorities identified by the local municipalities:

- ▶ Partnerships in creating decent jobs and funding infrastructure development
- ▶ Infrastructure development and maintenance of assets to improve service delivery
- ▶ Cost recovery from water services
- ▶ Water conservation and demand management
- ▶ Growth point development
- ▶ Comprehensive rural development
- ▶ Environmental management
- ▶ Co-ordination and alignment of municipal processes
- ▶ Democratic and Accountable organisation

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### **2.1.2 Performance Review 2011/2012 analysis**

The MDM follows a holistic approach to achieving objectives and the work done by the various directorates is therefore highly integrated and guided by a shared and common vision for the district as a whole. This therefore requires extensive collaboration and co-operation between the directorates as well as the local municipalities and results in a level of interdependence regarding work done toward achieving these strategic objectives.

During the 2011/2012 financial year, performance has increased throughout, ending the year on target<sup>1</sup>. The Mopani District Municipality has shown significant improvement in achieving targets since the beginning of the measurement system six year ago, when 80% of targets were achieved. Performance achievements are as follows:

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<sup>1</sup> The level of performance for the Mopani District Municipality was calculated by taking the organisational performance score that contains IDP (Strategic) Scorecard information, SDBIP (KPIs and Project information) and National indicators with the Lower SDBIP combined.



**Table 8: Overall Organisational Target Achievement Scores**

Mopani District Municipality	Jun-07	Jun-08	Jun-09	Jun-10	Jun-11	Jun-12	June 2012 %
Organisational	80%	106%	98%	106%	107%	2.95	98%
IDP (Strategic)	82%	117%	126%	106%	111%	3.09	103%
SDBIP	77%	94%	93%	1.00	94%	2.90	97%
National KPIs			100%	95%	73%	2.52	84%

<b>Unsatisfactory</b>	<b>Slightly below target</b>	<b>Achieved target</b>	<b>Exceeded target</b>	<b>Outstanding</b>
-----------------------	------------------------------	------------------------	------------------------	--------------------

The Organisational performance, consisting of all the KPIs and projects measured by the performance management system, was overall on target reaching a rating of 98%. The strategic scorecard as per the IDP had the highest performance with National indicators being slightly below target.

Although scores are slightly lower than the previous financial years, the statistical information for KPIs reflected an improvement over the previous years in that not only did the organisation measure 247 (34%) KPIs more than the previous financial year, it had an increase of 13% of KPIs that reached or exceeded target. The MDM is showing constant improvement in the number of KPIs being measured and the number of KPIs reaching targets over the last four years as illustrated in the graph and table below:

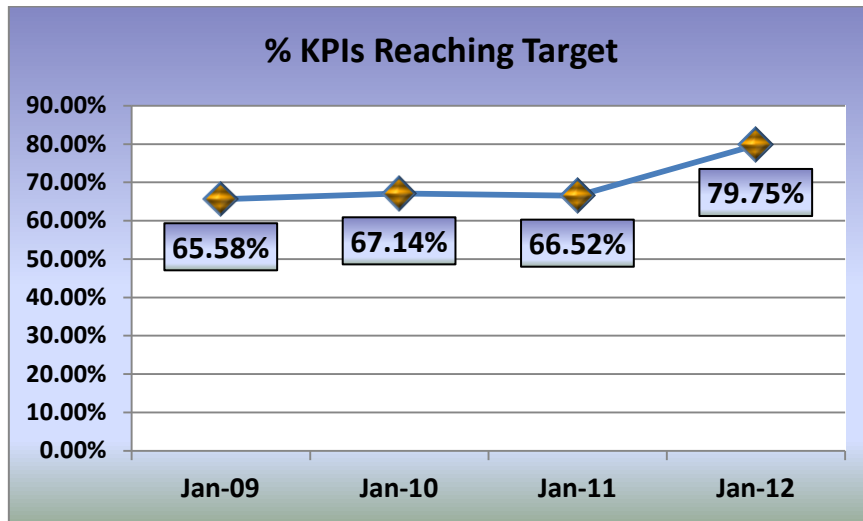
**Table 9: Statistical Information on Targets Reached**

Mopani District Municipality	# KPIs	# KPIs target achieved	# KPIs under target	%KPIs target achieved
Jun-09	308	202	106	65.58%
Jun-10	353	237	116	67.14%
Jun-11	469	312	157	66.52%
Jun-12	716	571	145	79.75%

The graph below depicts the targets reached for KPIs over the last four years:

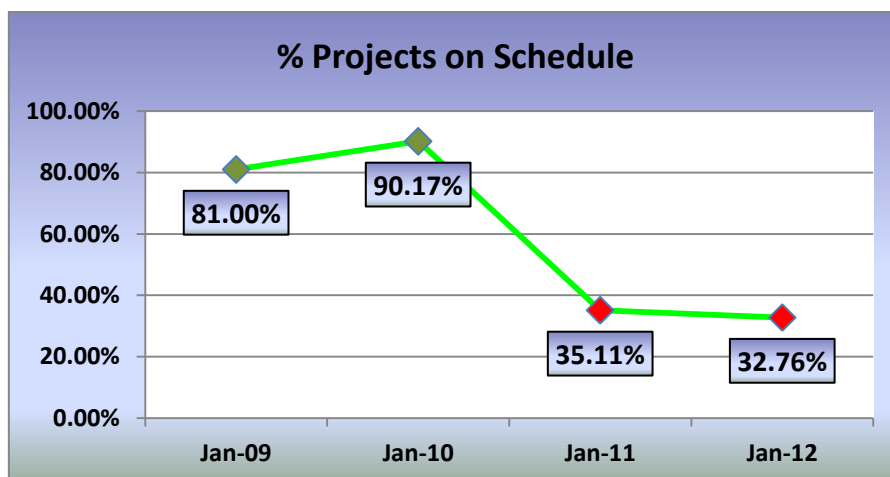


Figure 4: % KPIs reaching target



The MDM shows a steady decrease in implementing its capital projects. A total of 19 of the 58 (33%) capital projects were completed by the end of the 11/12 financial year. This is a decrease from the previous financial year when a total of 33 of the 94 project activities (35.11%) that were measured were completed. This in turn reflected a 55% decrease from the 2009/2010 financial year where 321 of the 356 activities (90.17%) were completed. A total of 81% were completed in the 2008/2009 financial year as indicated in the graph below:

Figure 5: Capital Project Implementation



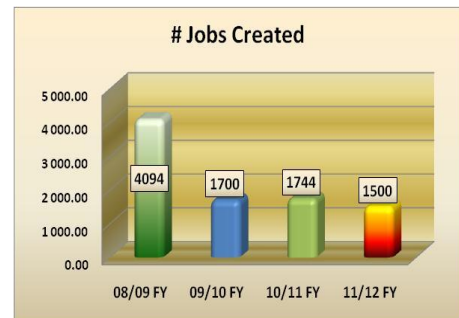
Some of the key achievements made in the district wide priority areas related to the strategic objectives during 11/12 were as follows:



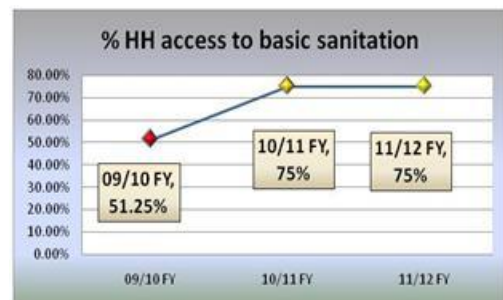
Developmental Priority: Partnerships in creating decent jobs and funding infrastructure development

Strategic Objective: Grow the Economy

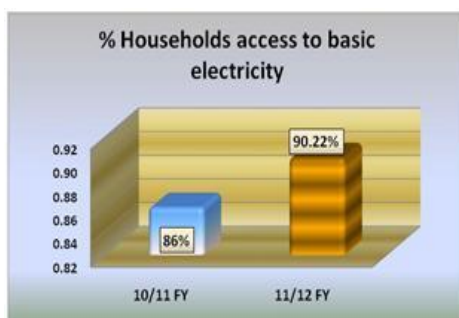
The *Sustainable Job Creation* programme and *Grow the Economy* programme contributed to the objective to Grow the Economy. Challenges were faced by the *Sustainable Job Creation* programme; however target was exceeded in the *Grow the Economy* programme. The Gross Geographic Product (GGP) rating was higher than targeted at 4.5% which is an increase from the previous year's rating of 4.0% and above the targeted 4.2%. Mining and Community services accounted for an increase in Gross Value Added (GVA) in the district. In relation to job creation, only 1 500 jobs were actually created through district wide Local Economic Development (LED) initiatives against the annual target of 6 560. These jobs were created through sanitation projects. This reflects a decrease from the 1 744 jobs created in the previous year and the 1 591 created in the 2009/2010 financial year.



- ▶ Developmental Priority: Infrastructure development and maintenance of assets to improve service delivery  
Strategic Objective: Develop and maintain infrastructure

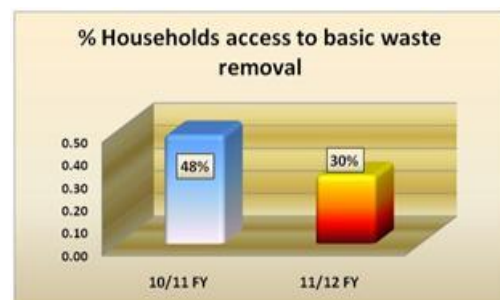


Great improvement was made over the last three years in providing basic services. In total, 75% of households have access to sanitation. This is similar to the previous financial year (10/11) and an improvement over the 09/10 financial year where only 51.25% households had access to basic sanitation. A total of 9 200 new Ventilated Improved Pits (VIP's) were constructed, exceeding the annual target and on par with the previous year's result of 8 973 new VIP toilets.



The electricity programme also showed enhancement in service delivery from the previous year although slightly below target with 90.22% (248 389 out of 275 316) of households that have access to basic electricity and an increase from 86% in the previous financial year. The total

backlog of 26 927 includes newly established settlements as well as extensions to the electrified villages. Eskom is active with electrification of 18 villages in the district to the total of 3 123 households for an amount of R 25 143 735.99 and is expected to be completed by the end of 12/13. This is however lower than the total of 15 925 new connections that were effected during the 10/11 financial year.



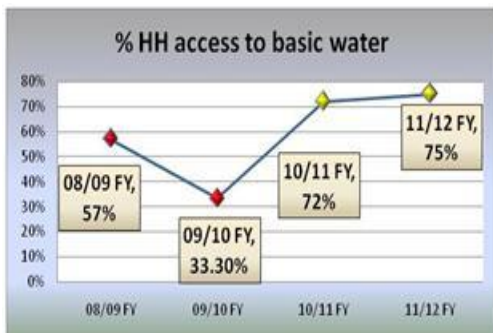


The Waste management programme presented a challenge with 30% of households that have access to basic waste removal. This is a decline from the total of 48% of households that had access to waste removal in 10/11 FY, There has been an increase in demand due to additional delivery services in rural villages, especially those falling under the Greater Tzaneen Municipality. This has contributed to the overall lower performance level of the Waste Management programme.

► Developmental Priority: Cost recovery from water services

Strategic Objective: Develop and maintain infrastructure

Overall, 75% of households have access to basic water. The urban area has constant water supply, but constraints for constant supply in rural areas exist. This is an increase from the previous financial year (10/11) when a total of 72% of households had access to a basic level of water, meeting the annual target. This in turn reflected a decrease in service delivery from the 94% achievement in the previous year (2009/2010). The increase in backlogs is as a direct result of the number of new settlements and extensions in the district.



► Developmental Priority: Water conservation and demand management

Strategic Objective: Clean and safe water provision

Challenges were faced in that the blue drop rating achieved was only 72% and the green drop rating achieved was only 62%, although both showed an improvement over the 64% and 52% ratings achieved in the 2010/2011 financial year. A blue drop forum is to be established and operational standards to be increased to address the issues.

► Developmental Priority: Growth point development

Strategic Objective: Spatial Planning

The MDM is ensuring that all capital projects are within the district growth points, although only two from the six development growth points had capital projects implementation. This includes Ndhambi and Nkowankowa.

► Developmental Priority: Comprehensive rural development

Strategic Objective: Improve Community well-being

The Poverty Monitoring programme was on target with 36.6% of households that are indigent. This has remained consistent with the previous financial year.

► Developmental Priority: Environmental management

Strategic Objective: Improve Community well-being

There was no air quality monitoring stations established from July 2011 to date due to budget constraints. The Air Quality Framework was approved by Management and the Base line Air

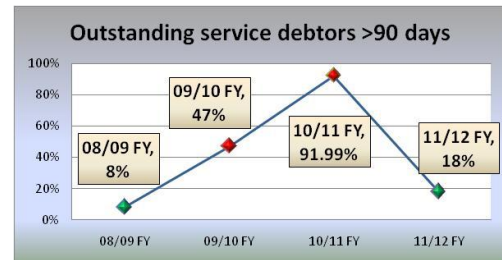


quality assessment was conducted by the Air Quality Officer. A list of factories which are emitting has been developed from all five local municipalities; the type and amount of emission produced will be determined using the necessary equipment to be acquired in the next financial year. An Air quality management system will be developed based on the emission inventory which is planned for the next financial year

► Developmental Priority: Co-ordination and alignment of municipal processes

Strategic Objective: Manage through information

Not all of the targeted six electronic systems were integrated during the 11/12 financial year, only the financial and the human resource systems. A meeting to finalise the integration process has been agreed with some of the system owners. Data capturing and activation is to commence.



Strategic Objective: Effective coordination of public transport systems

The District Transport forum was held on the 13<sup>th</sup> of April 2012 to discuss the matter of the Integrated Transport Plan (ITP). The District Transport meeting dated 11 May 2012 further discussed the reviewing of the ITP. The District Transport Portfolio Meeting of 13 June 2012 also discussed the reviewing of the ITP. No incidents of conflict were identified.

Strategic Objective: Develop entrepreneurial and intellectual capability

The *Capacity Building and Training* (Human Resource Development) programme were just below target with R 617 546.67 out of a budget of R 761 065 (81%) was spent on capacity building and training. The *Human Resource Management* programme faced challenges as only five of the eight section 57 employee positions were filled during the financial year.

► Developmental Priority: Democratic and Accountable organisation

Strategic Objective: Become Financially Viable

The *Budget and Expenditure Management* programme was below target with only 78% of the Capital budget that was spent, but all creditors were paid within 30 days of receipt of invoice. The *Revenue Management programme* was on target with only 18% of debtors outstanding for more than 90 days. Challenges exist within the fire services accounts as payments are not received timeously.

Strategic Objective: Democratic and accountable organisation

The Municipality had a qualification for the 10/11 Audit report leading to the Governance and Administration programme being below target. The Municipality has adhered to all legislative requirements in the 11/12 financial year. The Municipality received an **unqualified** audit report for the 2009/2010 financial year and all of the queries raised by the Auditor General were resolved. The Annual Report for 10/11 was timeously submitted.

Following is a short description of the Municipal services and the performance highlights provided per Directorate.





### **2.1.3 Overview of Services Provided**

#### **Council Matters**

The Mopani District Council comprises of the political and administrative components responsible for decision-making and implementation. The Executive Mayor, the Speaker and the Chief Whip head the political component of the municipality. Mopani District Council has since 2006/7 been made of 44 Councillors, of which, 8 are members of the Mayoral Committee. As for now (2011) the Council has increased to 51 members. The ANC has been in majority since the establishment of the District (year 2000) and it has stood as the ruling party to-date. It is worth noting that although there are other minority opposition parties in the Council, Mopani has since maintained and enjoyed political stability. There are 23 Traditional Authorities in Mopani District and each of the Local municipalities has at least one representative of Traditional leaders in the District Council. The representatives are eight in number, constituting 16% of the entire District Council.

The overall executive and legislative authority vests with the Council which takes all major decisions of the Municipality. The Council has the necessary capacity to exercise all powers assigned to it in terms of the Constitution as well as relevant national and provincial legislation and can take any action within this framework

The office of the Speaker is responsible for the following programmes and they are budgeted for annually:

- ▶ Public participation: The platform that affords communities to raise issues of concern directly to the political leadership for effective response. There is also hotline for the Executive Mayor to assist at any given time when members of communities or anyone need his assistance.
- ▶ Izimbizo
- ▶ District Ward Committees forum (five representatives from each Local Municipality)
- ▶ Speakers' forum.

The Mopani District Council has further established Portfolio Committees in terms of Municipal Structures Act 117 of 1998. These committees recommend policy issues to Council via Mayoral committee. They serve as interface engine rooms between the political and administrative structures of Council. It is in these committees where policy issues are debated thoroughly prior to their submission to the Mayoral Committee that, in turn, consider and forward them to Council for adoption. Through Portfolio Committees, Councillors are able to give political direction to the administrative component on the programmes of Council, Portfolio Heads (Councillors) are also responsible for different Clusters, e.g Economic, Social & Infrastructure Gov. & Admin.



## 2.1.4 POLITICAL GOVERNANCE

### **COUNCILLORS**

The District Council has designated all nine chairpersons of Portfolio committees, the Speaker and the Chief Whip to serve Council on full-time basis. The deployment to full-time service of Council is intended to ensure that Council is “hands-on and politically focused” in influencing and impacting on activities of the administration. This is based on the understanding that the electorates are elected public representatives to govern on behalf of and together with the public. But for effective governance, Councillors would timeously require technical advice from the appointed officials who are responsible for co-initiating programmes (together with Councillors in the Portfolio Committees) and implementing Council resolutions. Hence, it has become essential that these Councillors should provide effective leadership.

The following political structure was in place during 11/12:

**Figure 6: Political structure**



Cllr L.J Matlou

**Executive Mayor**

Government is about policies and service delivery.

I take pride in serving the people I lead.



Cllr. N.V Mathonsi

**Speaker, chairperson of Council**

Development is about the people by the people and for

the people.



**CLLR OJ Mushwana**  
**Chief Whip**  
082 456 0694



### Members of Mayoral Committee



Cllr Maloko M.L.  
Economic Development,  
Housing & Spatial Planning



Cllr Lewele M.  
Budget & Treasury



Cllr Ramaremla T.P.  
Corporate & Shared Services



Cllr Moshobane S.H.  
Social Services



Cllr Ngobeni A.  
Sport, Arts & Culture



Cllr Manganyi H.G.  
Water Services



Cllr Nkuna C.  
Agriculture



Cllr Machebe L. N.  
Infrastructure



Cllr Hlatswayo C.  
Public Transport & Roads

## 2.1.5 Overview of Services Provided:

There are 23 Traditional authorities in Mopani District Municipality as presented in the figure below:

Figure 7: Traditional Authorities

No.	Traditional Leader	Traditional Authority/ Location	Local Municipality
1	Kgoši Pheeha M.O	Sekgosesa (ga-Pheeha)	Greater Letaba Municipality
2	Kgoši Sekororo S.S.S	Sekororo	Maruleng Local Municipality
3	Kgoši Mogokoya M.L	Ga-Mogokoya	Greater Tzaneen Municipality
4	Hosi Ntsanwisi M	Majeje	Ba-Phalaborwa Municipality
5	Kgoši-gadi Shai M.C	Namakgale	Ba-Phalaborwa Municipality
6	Hosi Mhlava M.S	Mhlava	Greater Giyani Municipality
7	Hosi Siwela M.D	Nlengeza	Greater Giyani Municipality
8	Hosi Ngove P.C	Ngove	Greater Giyani Municipality

Source: MDM IDP 12/13

The Mopani District Council has established Portfolio Committees in terms of Municipal Structures Act 117 of 1998. These committees recommend policy issues to Council via the Mayoral committee. These Portfolio Committees that have been established since August 2011/12 by the new Council, to contribute to decision-making in processes of governance and ensure effective implementation of service delivery programmes/ projects and monitoring thereof are presented in the figure below:



**Figure 8: Portfolio Committees, Cluster committees & supporting Directorates in Mopani District Municipality (2006/7 - 2010/11)**

Name of Portfolio committee	Clusters	Government Priorities	Directorate
Infrastructure Development	Infrastructure	Rural development, Creation of decent jobs	• Engineering
Water Services	Infrastructure	Rural development	• Water Services
Public Transport and Roads	Infrastructure	Rural development, Creation of decent jobs	• Community Services • Engineering Services
Economic Development, Housing and Spatial Planning	Economic	Rural development, Creation of decent jobs	• Planning and Development • Community Services
Agriculture and Environmental Management	Economic	Creation of decent jobs	• Community Services • Planning and Development
Corporate and Shared Services	Governance and Administration	Education	• Corporate Services • Budget and Treasury
Finances	Governance and Admin.		• Budget and Treasury
Health and Social Development	Social Development	Education, Health, Crime Prevention & Safety	• Community Services
Sport, Recreation, Arts and Culture	Social Development	Education, Health	• Community Services

Source: MDM IDP 12/13

Clusters have been reviewed in order to align with the five NEW priorities of gov; viz. Creation of decent work, Education, Health, Crime and Rural development. The new Technical committees in alignment with the priorities are Social, Infrastructure, Economic, (Justice, Crime Prevention and Safety) and Governance & Administration. The Justice, Crime Prevention and Safety is often coupled with Social Cluster or Technical committee to ensure optimal effectiveness.

MDM has approved and (partially) implemented its Delegations System – “Delegation of Authority and Accountability By-Law” – that seeks to decentralize and democratize decision-making within the institution, and improve the pace at which services are delivered to the community. This is intended to maximize administrative and operational efficiency and provide for adequate checks and balances. In line with the delegations system, some decision-making powers have been cascaded from Council to the Executive Mayor, Mayoral Committee, its Portfolio Committees and the full-time Councilors. Other powers have been delegated to the Municipal Manager and Directors. Some of the powers are yet to be cascaded to middle management in the institution, pending PMS being dealt with first. The proper application of the delegation system will fast-track the pace of service delivery and improves time management within the institution.

**Internal audit’s** role is primarily one of providing independent assurance over the internal controls and risk management framework of the council. It contributes to quality services to our communities in terms of providing checks and balances in the services rendered. It identifies and provides guidance in dealing with the risks that would otherwise hamper delivery of services.

Mopani District Municipality established the in-house Internal Audit unit in December 2008. The unit is thus far staffed with six officials out of 8 posts. Processes are on for filling in the rest of the posts. Prior to this unit, the services were rendered through consultants. The ill effects were that the Council had no easy follow up to issues raised and units could not be assisted hands-on with corrective measures. The meaning and importance of audit services were adversely distorted. In the almost two years of the establishment of the unit the following have been achieved:



- ▶ Change of negative perception on auditors generally, has been noted among officials.
- ▶ Nine (9) projects were audited for 2008/9 and 17 projects for 2009/10. Gaps were identified and issues raised to Council for redress.
- ▶ Continued support to the municipal functionaries assisted MDM to achieve clean audit / unqualified audit opinion for 2008/9. This implies that resources of municipality are utilized efficiently.

Mopani has had a shared Audit Committee for the District since 2007/08 financial year, the Audit Committee has had at least four meetings annually for each municipality. The following are matters brought to the attention of Council by the Audit Committee over the years:

- ▶ Accounting framework and practice;
- ▶ Internal Financial control and internal audits;
- ▶ Performance management and evaluation;
- ▶ Risk management;
- ▶ Skills transfer and capacity building.

During every Auditor General's session for MDM, queries are raised and documented for further follow up and corrections. In order to comply to the required responses, internal audit committee, referred to as Audit Steering committee is constituted, and it is made up of MM, CFO & Internal Audit Manager and the Director whose unit would be audited at the time. It is through this process that necessary actions are taken to account and address the queries raised.

As a corporate governance function, risk management is the responsibility of management, Council and Audit committee. The Risk management committee comprising of members of management was established in 2008 to focus on monitoring risks that emanate from every administrative unit in view of bringing them under control so that adverse situation is not encountered without prior detection and attempt to resolve. There are also functions that have been delegated to the Speaker, full time Councillors and the Municipal Manager.



## 2.1.6 Description of the Activity

The function of the Mayoral Committee and Council within the municipality is administered as follows:

Table 10: Description of Council Functions

Mayoral Committee and Council	
Area	Detail
Finance	Assist Council in the allocation of resources for service delivery and ensuring accountability and transparency
Governance	Support Council with Human Resources and General administration in terms of coordination of Council programmes
Roads and Public Transport	Provision of road infrastructure and coordination of public transport activities
Water and Sanitation	Ensures that the community have access to clean water and sanitation services
Energy	Assist in the coordination of electricity distribution and any other form of energy
Planning and Development	Assist in the coordination of the development of the IDP, economic development and planning in general
Social Services	Ensures the provision of fire services to communities, coordination of all the social services including HIV / AIDS
<b>Speaker</b>	
Section 37 of Municipal Systems Act	Presides at meetings of Council;
	Ensure that Council meets once quarterly;
	Maintain order during Council meetings;
	And to ensure that Council meetings are conducted in accordance with the Rules of order
<b>Full time Councillors</b>	
	Ensuring that Portfolio Committee meetings are held monthly
	To serve as a communication link between the Executive Mayor and municipal Councillors in the district;
	Assisting the Executive Mayor in coordinating the activities of developing strategic plan for the Municipality
<b>Municipal Manager</b>	
Section 55 of the Municipal Systems Act	Formation and development of an economic, effective, efficient and accountable administration
	Management of the municipal administration
	Implementation of the municipal Integrated Development Plan and monitoring progress
	Management of the provision of services to the local communities in a suitable and equitable manner



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### 2.1.7 Analysis / Performance Highlights

The **Office of the Executive Mayor** achieved an overall scorecard rating of **84%** at the end of the financial year. The following was achieved as measured through the performance management system for the office of the Executive Mayor:

- ▶ The annual review of the Communication Strategy was done in line with the Integrated Development Plan (IDP) and Budget.
- ▶ As per target, four District Disability Forum Meetings were held. Four SAWID Meetings, four Men's Forum Meetings and four Youth Council Meetings were also held.
- ▶ All identified risks and all internal audit queries were addressed by the directorate. All Council resolutions, all Management Committee (MANCO) resolutions and decisions and all Audit committee decisions were implemented.

Challenges were experienced in that there is no Director in the Office of the Executive Mayor and no employee in the office of the Executive Mayor has been reviewed, evaluated nor assessed. No resolutions for anti-corruption were implemented and the anti-corruption forum will be coordinated as a matter of urgency

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### 2.1.8 Office of the Municipal Manager

#### Overview of Services Provided

- ▶ Disaster Management
- ▶ Inter-governmental relations
- ▶ Governance

#### Description of Activity

The office of the Municipal Manager renders effective services which include the following:

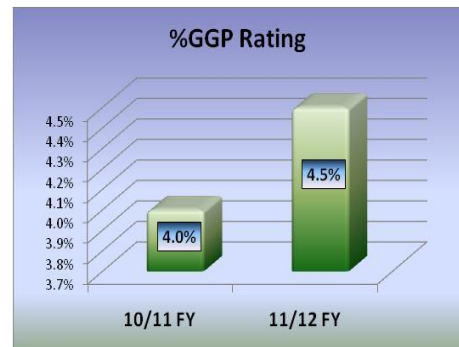
- ▶ Strategic Management
- ▶ Internal Audit function
- ▶ Management of Municipal Performance
- ▶ Disaster Management
- ▶ Integrated Development Planning

#### Analysis of Function / Performance Highlights

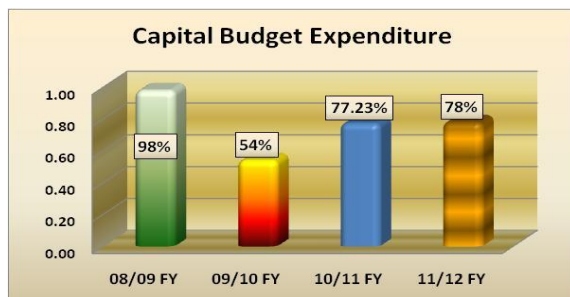
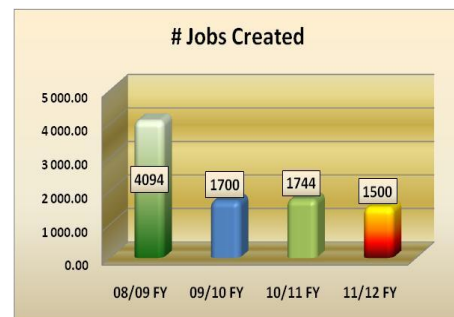


As mentioned in the performance highlights, **Strategic Management** was once again a success. The strategic scorecard achieved an on target overall score of **2.97 (99%)** for the financial year. Some of the successes were as follows;

- ▶ The key performance area for spatial rationale excelled. The Integrated Development Plan was adopted by Council on 31 May 2012 and a Strategic planning session was held from the 16-18 November 2011 for Mopani District Municipality (MDM).
- ▶ The district disaster management framework was approved under Council resolution 633 of 2008 dated 3 October 2008. The latest has been submitted to Council. The disaster management plan was sent for Council's acknowledgement and approved under Council resolution 92 of 2009 dated 30 September 2009.
- ▶ The Gross Geographic Product (GGP) rating was higher than targeted at 4.5% which is an increase from the previous year's rating of 4.0%. Mining and Community services accounted for more Gross Value Added (GVA) in the district.
- ▶ The Annual Report 10/11 was adopted timeously and there is full compliance to legislative requirements.
- ▶ The divisional risk assessment was reviewed and finalised with the Chief Risk Officer and a risk coordinator in the Internal Audit Unit being identified.



Challenges were faced in that the review of the Audit Opinion for 10/11 resulted in a qualification. Although below target, a total of 1 500 jobs were created mainly through sanitation projects throughout the year with a total of 90 contractors being appointed. Not all of the targeted six electronic systems were integrated, only the financial and the human resource systems. Only 30% of households have access to basic waste removal. Although



urban areas have constant water supply, constraints for constant water supply exist within rural areas with a total of 75% households that have access to basic water. This is still an increase from the 72% of households with access to basic water during the previous financial year. Overall, 90.2% of households have access to basic electricity (248 389 out of 275 316) leaving a backlog of 26 927 households. In total, 78% of the Capital budget was spent (R 131 637 518.90 out of the budget of R 168 012 533.00) which is a slight increase from the previous financial year. From the eight available section 56 manager positions (managers in terms of the MSA section 56), only five are filled.





## 2.1.9 Corporate Services and Human Resource Matters

All Human Resources related aspects, which are inter-alia with Labour relations, Personnel and Administration, Training and Development and Organisational matters, are reported through the Corporate Services Directorate.

### Overview

Corporate Services report on the Municipality's status with respect to Human Resources Management.

### Description of Activity

This Directorate renders effective HR Management Services which include inter-alia the following:

- ▶ Personnel Administration
- ▶ Training and development
- ▶ Organisational Development
- ▶ Performance Management (Individual)
- ▶ Occupational Health & Safety
- ▶ Employee Wellness
- ▶ Labour Relations
- ▶ Legal Services
- ▶ Information Management
- ▶ Fleet Management

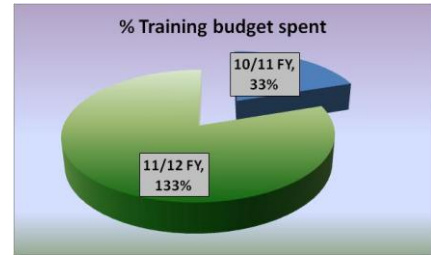
### Analysis of Function /Performance Highlights

The **Corporate Services** Directorate achieved an overall on target score of **3.26 (109%)** at the end of the financial year. Some of the successes were as follows:

- ▶ A total of 19 new policies within the organisation were adopted by Council during the financial year, exceeding the annual target of four. All Human Resource policies have been reviewed and adopted by Council.
- ▶ The Sebata Management Information System (MIS) pilot project implementation is underway which will integrate all Information Technology (IT) systems utilised in MDM. The server has been deployed and data has been verified by the IDP Manager and PMS Co-ordinator. Training for users (especially those working with grant funded projects) is being co-ordinated.
- ▶ A total of ten interactions took place with research companies. IT and Training interacted with various institutions via webcasts and email. Interaction by the IT unit is through webcasts, podcasts and email.
- ▶ A total of 13 performance reviews and evaluations of the employees within the Directorate were conducted during the year.



- ▶ Job Descriptions for all positions are available through the SALGA benchmarking resolution.
- ▶ Budget and expenditure for the directorate was on target with no (0%) operational budget variance and 9% capital budget variance. The entire training budget was spent by March which is a significant improvement from the previous financial year when only 33% was spent during the year.



Challenges were faced in that only 108 officials and Councillors participated in the advanced skills development programme during the financial year. Only 80% of Council Agendas were distributed to Councillors at least four days prior to meetings as the Special Council sitting of 15 May 2012 timeframe could not be adhered to. Out of a total of 199 staff members appointed directly by Mopani, only 85 are women. No budget was allocated for contracting a service provider for the development of the IT Governance Framework. Only one formal assessment of S56/7 managers was done during the financial year. PMDS for the former Department of Water Affairs (DWA) staff are being prepared for payment for 2011/2012 financial year.

## 2.1.10 Budget & Treasury (Financial Services)

The Budget and Treasury Directorate is headed by the Chief Financial Officer. It is responsible for managing the financial affairs of the Municipality to ensure financial viability.

### Overview

The strategic objectives of this function are to:

- ▶ Ensure good credit rating;
- ▶ Financial accountability;
- ▶ Ensure financial viability and sustainability and;
- ▶ Sound governance

### Description of Activity

Financial Management involves the following:

- ▶ Compilation and preparation of budget
- ▶ Medium term budget framework
- ▶ Management and control of expenditure
- ▶ Revenue collection
- ▶ Finance and cash flow management
- ▶ Asset Management



### **Analysis of Function / Performance Highlights**

The **Budget and Treasury** Directorate achieved an overall score of **1.82 (61%)** at the end of the financial year which is on par with the previous year's result of **1.84 (61%)**.

Some of the successes were as follows;

- ▶ The budget for the 2012/2013 financial year was approved by council on 31 May 2012.
- ▶ All of the Municipal Systems Improvement Grant (R 790 000) was spent during the financial year as per the previous year.
- ▶ All submission dates are adhered to as prescribed by the Municipal Finance Management Act (MFMA) calendar throughout the financial year. Financial statements for 10/11 financial year were drafted and submitted to the Auditor General (AG) by end of August 2011.

Challenges were faced in that the quarterly supply chain management reports from July 2011 to June 2012 have been prepared but not yet been tabled to Council. Tenders above R 100 000.00 were reported to Treasury as and when awarded. Only 34.78% of tenders (16 out of 46 advertised bids) have been adjudicated within 60 days of closure of tenders but an improvement from the previous financial year (12.4% ) and 83.21% of total business awarded was to businesses located in the District area. Only the Chief Financial Officer underwent the performance evaluation in the Budget and Treasury directorate.



## 2.1.11 Quarterly Information on Grants

	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		3 <sup>rd</sup> Quarter		4 <sup>th</sup> Quarter		Total	
	Rec	Exp	Rec	Exp	Rec	Exp	Rec	Exp	Rec	Exp
<b>MIG</b>										
MIG 2007/08	20'000'000	14'213'252	20'500'000	34'434'914	45'000'000	36'524'136	38'436889	38'764'597	123'936'889	123'936'899
MIG 2008/09	39 611 000	68 926 155.09	62 962 293.63	40 883 765.54	14 639 706.37	6 626 283.79	15 000 000.00	24 962 952.17	132 213 000.00	141 399 156.99
MIG 2009/10	44,000,000.00	2,026,363.08	70,000,000.00	87,047,845.69	58,028,000.00	26,799,387.26	82,013,000.00	59,153,392.46	254,041,000.00	175,026,988.49
MIG 2010/11	-	42,618,984.18	132,842,000.00	98,021,713.21	4,000,000.00	33,341,507.28	-	30,662,451.64	136,842,000.00	204,664,656.30
MIG 2011/12	65 805 000.00	17 708 438.98	98 707 000.00	24 172 336.19	98 707 000.00	11 915 921.49	-	110 207 015.41	<b>263 219 000.00</b>	<b>164 003 712.07</b>
<b>MSIG</b>										
MSIG 2007/08	500'000	340'433	500'000	332'979	0.00	324'964	0.00	345'730	1'000'000	1'344'106
MSIG 2008/09	735 000	34 720	-	136 451	-	283 069	-	280 760	735 000	735 000



	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		3 <sup>rd</sup> Quarter		4 <sup>th</sup> Quarter		Total	
<b>MSIG 2009/10</b>	735 000	0.00	-	109'409.00	-	112'374.39	-	1'469'415.64	735 000	1'691'199.25
<b>MSIG 2010/11</b>	750,000	843,679.57	-	11,320.43	-	-	-	-	-	-
<b>MSIG 2011/1012</b>	790 000	740 000			-	-	-	50 000	790 000	50 000

Table 11: Quarterly Information on Grants



**Other Grant information for 2011/12 was as follows:**

	EQUITABLE SHARE 020/016/3000	FMG 020/016/3201	MIG 020/016/3475	MSIG 020/016/3445	DWAF (HR) 020/016/3373	GIYANI DROUGHT RELIEF 020/016/0000	DWAF (O & M) 020/016/3375	EXP P WORK 020/016/3485	LGW SETA 020/016/3505	DWAF (REFURB) 020/016/3374	DWA- NANDONI 020/016/3154	RURAL TRANSPORT GRANT 020/016/3506	DISASTER RELIEF GRANT 020/016/3522	TOTAL
<b>BUDGET SCHEDULED TO REC</b>	419 718 000	1 250 000	263 229 000	790 000	35 545 000		24 133 000	11 620 000	750 000	10 000 000	54 000 000			<b>821 035 000</b>
<b>% RECEIVED</b>	100.00%	100.00%	100.00%	100.00%	102.30%									
<b>OPENING BALANCE</b>	-	-	-	-	-		-	-	-	4 842 622.81				
<b>GRANT INCOME</b>	<b>419 718 000.00</b>	<b>1 250 000.00</b>	<b>263 219 000.00</b>	<b>790 000.00</b>	<b>36 363 000.00</b>	<b>6 385 586.43</b>	<b>24 133 000.00</b>	<b>3 362 000.00</b>	<b>738 895.73</b>	<b>10 000 000.00</b>	<b>35 686 705.68</b>	<b>1 688 000.00</b>	<b>14 200 000.00</b>	
Jul-11	174 883 000.00	1 250 000.00	65 805 000.00		11 848 000.00	-	8 044 000.00		47 565.04		-	-	-	
Aug-11								2 713 000.00	47 788.77					
Sep-11														
Oct-11				790 000.00	21 848 000.00		8 044 000.00					1 688 000.00	14 200 000.00	
Nov-11	139 905 000.00								102 237.54					
Dec-11			98 707 000.00					321 000.00			26 789 917.64			
Jan-12									235 109.57		6 778 922.92			
Feb-12					2 667 000.00		8 045 000.00				2 117 865.12			
Mar-12	104 930 000.00		98 707 000.00			6 385 586.43		328 000.00	41 891.91	10 000 000.00				
Apr-12														
May-12									264 302.90					
Jun-12														
<b>SUB TOTAL</b>	<b>419 718 000.00</b>	<b>1 250 000.00</b>	<b>263 219 000.00</b>	<b>790 000.00</b>	<b>36 363 000.00</b>	<b>6 385 586.43</b>	<b>24 133 000.00</b>	<b>3 362 000.00</b>	<b>738 895.73</b>	<b>14 842 622.81</b>	<b>35 686 705.68</b>	<b>1 688 000.00</b>	<b>14 200 000.00</b>	<b>-</b>
<b>REVENUE (GRANT SPENT)</b>														
<b>GRANT EXPENDITURE</b>	<b>-</b>	<b>941 144.35</b>	<b>164 003 712.07</b>	<b>790 000.00</b>	<b>36 363 000.00</b>	<b>6 385 586.43</b>	<b>24 133 000.00</b>	<b>3 362 000.00</b>	<b>738 895.73</b>	<b>7 309 887.20</b>	<b>35 686 705.68</b>	<b>-</b>	<b>14 200 000.00</b>	<b>293 913 931</b>
JUL	-	32 544.00	1 299 146.93	-	2 962 083.33	-	305 786.00	-	6 400.00	-	-	-	-	-
AUG	-	50 744.00	12 677 620.82	740 000.00	2 962 083.33	-	4 742 023.00	-	178 600.00	-	-	-	-	-
SEP	-	62 557.70	3 731 671.22	-	2 962 083.33	-	2 413 452.00	2 713 000.00	7 017.55	-	-	-	-	-
OCT	-	57 785.85	8 099 534.86	-	2 962 083.33	-	7 010 110.35	-	-	-	-	-	-	-
NOV	-	54 823.30	1 350 729.92	-	2 962 083.33	-	1 079 441.30	-	-	-	-	-	-	-
DEC	-	48 032.10	14 722 071.40	-	2 962 083.33	-	8 392 138.90	321 000.00	299 737.32	800 597.89	26 789 918.00	-	-	-
JAN	-	56 722.70	1 808 765.72	-	2 962 083.33	-	190 048.45	-	27 340.00	684 500.00	6 778 922.92	-	-	-
FEB	-	49 522.70	2 440 607.73	-	2 962 083.33	-	-	-	219 800.86	-	2 117 864.76	-	-	-
MAR	-	174 908.20	7 666 548.04	-	2 962 083.33	6 385 586.43	-	328 000.00	-	-	-	-	2 170 865.98	-
APR	-	69 122.70	1 809 329.81	50 000.00	2 962 083.33	-	-	-	-	-	-	-	120 600.00	-
MAY	-	36 472.70	56 705 704.39	-	2 962 083.33	-	-	-	-	1 317 307.01	-	-	2 980 922.41	-
JUN	-	247 908.40	51 691 981.21	-	3 780 083.37	-	-	-	-	4 507 482.30	-	-	8 927 611.61	-
<b>BALANCE UNSPENT</b>	<b>-</b>	<b>308 855.65</b>	<b>99 215 287.93</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7 532 735.61</b>	<b>-</b>	<b>1 688 000.00</b>	<b>-</b>	<b>-293 913 931.46</b>



## Financial Statements

Financial Statements				
Period	Budget Income	Actual Income	Actual Expenditure	Variance
2007/2008	380'164'231	446'107'297	454'315'869	(8'208'572)
2008/2009	511 189 000	668 107 932	662 566 309	5 541 623
2009/2010	664 551 000	730 792 079	545 451 829	-45 786
2010/2011	706 121 000	873 144 656	764 506 991	388 847
2011/2012	1 308 078 000	831 275 791	824 158 971	7 116 820

**Table 12: Annual Financial Statement Information**

*\*Please note that the annual financial statements are subject to change*



## 2.1.12 Engineering Services

### Overview

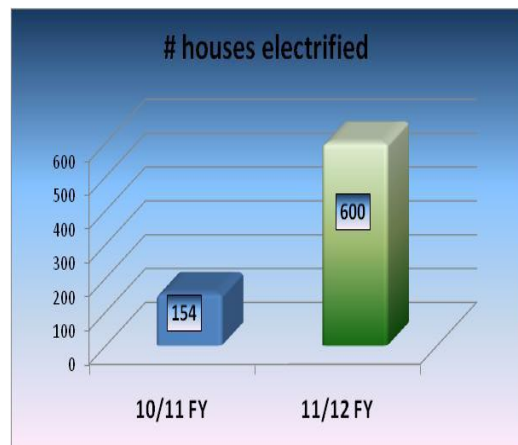
In terms of the Powers and Functions, the Engineering Services Directorate (previously Technical Services) has the authority over the following:

- ▶ District roads
- ▶ Environmental health services
- ▶ Bulk electricity and
- ▶ Integrated waste management.

### Analysis of Function / Performance Highlights

The **Engineering Services** Directorate achieved an overall score of **2.80 (93%)** at the end of the financial year which is on par with the previous year's achievement of **2.80 (93%)** and slightly lower than the score of **2.95 (98%)** achieved during 2009/2010. The following contributed to the performance:

- ▶ The directorate experienced only a 5% capital budget variance with the Apollo lights and Botchabelo Electrification projects awaiting the appointment of a service provider for project implementation.
- ▶ In total, 3 432.47 km of gravel roads were bladed during the financial year, far exceeding the annual target of 1 560 km.
- ▶ A total of 600 houses were electrified through MDM initiatives exceeding the annual target and an improvement from the previous financial year result of 154 houses.
- ▶ A total of 9 200 new Ventilated Improved Pits (VIP's) were constructed, exceeding the annual target and on par with the previous year's result.
- ▶ A total of 3 501 jobs were created<sup>2</sup> through household sanitation projects, 284 more than the annual target.



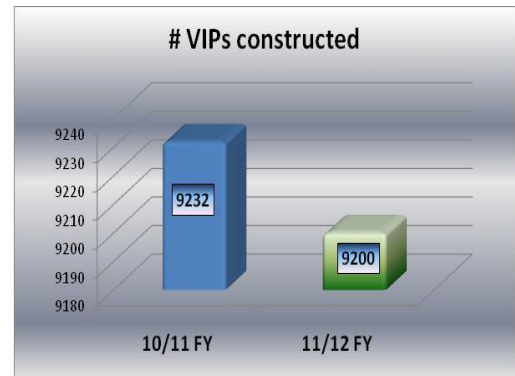
Challenges were faced in that only 450 jobs were created through infrastructure projects (excluding household sanitation) mainly due to delays on implementation of some infrastructure projects that affected employment generation. Only 0.8 km of road was upgraded to tar, below the annual target

<sup>2</sup> Reports on the final number to be completed





of 15 km. More funds are required to fast track the upgrading of roads to tar and the Demand Management Plan must be adhered to in the appointment of service providers. There is a total backlog of 26 927 houses to be electrified and this includes newly established settlements as well as extensions to the electrified villages. ESKOM is currently undertaking electrification of 18 villages in the district encompassing a total of 3 123 households for an amount of R 25 143 735.99 and expected to be completed by the end of the next financial year. In addition no performance assessments for the directorate took place during the year.



## 2.1.13 Community Services

### Overview

The Directorate is responsible for social services which comprise of the following programmes:

- ▶ Municipal Health Services
- ▶ Health Services and HIV and AIDS
- ▶ Environment and Waste Management
- ▶ Education and educational facilities
- ▶ Sport, Arts and Culture
- ▶ Safety and Security
- ▶ Fire services
- ▶ Housing Services

These programmes are vital for improving the quality of life for our people. Municipal Health and Fire Services are the core functions of the Directorate, and coordinate, support and monitor the rest of the programmes as per the IDP and PMS respectively.



### **Description of Activity**

Community Services seeks to respond to the vision of the municipality through the implementation of the above mentioned programmes under the Key Performance Area, i.e. Social and Environmental sustainability. It strives to:

- ▶ To ensure safe and secure communities;
- ▶ To ensure a healthy community and environment;
- ▶ To promote health;
- ▶ To ensure adequate housing;
- ▶ To promote quality learning and teaching;
- ▶ To monitor the health and social development services; and
- ▶ To protect and save life

### **Analysis of the Function/Performance Highlights**

The **Community Services** Department achieved an overall score of **3.36 (112%)** at the end of the financial year which reflects an increase from the previous year's score of **3.21 (107%)** and the score of **3.07 (102%)** achieved during 2009/2010. Some of the successes were as follows;

- ▶ A total of 24 Sport, arts and culture events were supported and coordinated during the financial year exceeding the annual target of five and on par with the previous year's result of 25 events. In addition, eight District Sports Council Meetings were coordinated and attended during the financial year and the Sports management plan was developed and elevated to Management for approval.
- ▶ The risk register related to the Directorate was reviewed comprising of 12 risks in conjunction with the Internal Auditor/Risk Officer.
- ▶ A total of four Auditor General and eight Internal Auditor queries were identified for the Directorate from July 2011 to June 2012 and about 75% have been effectively addressed.
- ▶ Overall, 27 Resolutions identified by the Executive Committee from July 2011 to June 2012 were effectively implemented; The Implementation tool is available as portfolio of evidence.
- ▶ The HIV Aids programme performed well with five (05) HIV/AIDS meetings and two AIDS Council Launches being held during the year in MDM and Greater Letaba Municipality. Of the total of ten RV sites monitored, all complied to the required standards. The entire HIV/AIDS budget was spent during the financial year.
- ▶ All emergency incidents were arrived at within 60 minutes from dispatch. This comprised a total of 1 548 emergency incidents.
- ▶ Community Services had a 4.95% budget expenditure variance for the year, being well below the targeted maximum of 10%.

Challenges were faced in that there were no Moral Regeneration Forum meetings held during the financial year. Of the 11 Internal Audit queries identified for the Directorate, only 8 were effectively



addressed (i.e. almost 75%). The Housing Plan was not developed and awaits the finalisation of the Provincial Housing Strategy, after which the plan will be drafted to align to the Strategy. Only three out of five local municipalities, i.e. Tzaneen, Maruleng and Ba-Phalaborwa are operating on the legal waste disposal sites. The Development of the Greater Giyani waste disposal site will be executed in the next financial year. There was no Education Summit planned for the current financial year due to budget constraints. There was no air quality monitoring stations established from July 2011 to date due to budget constraints. There were no performance reviews and evaluations conducted for the employees in the sub – directorate during the financial year.

## 2.1.14 Planning and Development

### Overview

Planning and Development as a directorate has a mandate in respect of the following core functions and performance areas:

- ▶ Spatial Planning
- ▶ Integrated Development Planning (IDP)
- ▶ Economic Development and
- ▶ Tourism

### Description of Activity

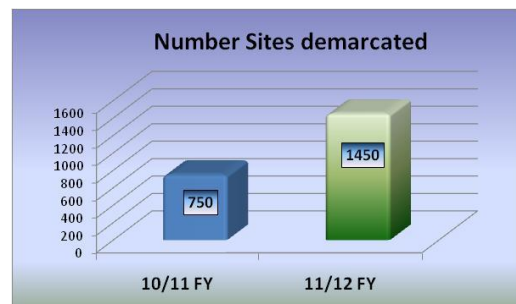
The main key activities of the Directorate are as follows:

- ▶ Local Economic Development
- ▶ Spatial Planning
- ▶ Integrated Development Planning
- ▶ Poverty Monitoring

### Analysis of Function / Performance Highlights

The **Planning and Development** Directorate achieved an overall score of **3.76 (125%)** at the end of the financial year which reflects an increase from the previous year's score of **3.15 (105%)** and the score of **3.35 (112%)** achieved during the 2009/2010 financial year. Some of the successes were as follows;

- ▶ There was only a 7% capital budget variance for the directorate. Overall, 30% of the projects are 100% complete while 70% of them are at 90% being in the payment and implementation stage.
- ▶ Overall, 150 farmers were included in the support





programme for emerging farmers exceeding the annual target of 12. The list of farmers was consolidated and submitted to the Department of Agriculture for further support. Five meetings were held with the farming community during the financial year.

- ▶ The Broederstroom drift farm was maintained during the year with 157 hectares of fire breaks developed and 140 hectares of bush clearing done.
- ▶ In total, 1 450 sites were demarcated in support of local municipalities far exceeding the annual target and previous financial year (1 050) result.
- ▶ All of the infrastructure projects were implemented within the District Area Growth points.
- ▶ The department performed on target in the Governance and Administration key performance area with all of the Auditor General (AG) queries and all of the Internal Audit queries related to the department having been addressed throughout the financial year.
- ▶ Two investors were attracted in support of the implementation of the mining study in PMC and Gravelotte by Exxaro to start with mining of Iron ore during the next financial year.

Challenges were faced in that only 20 jobs were created through the Moshupatsela programme throughout the financial year. The implementation of the activities contained in the Moshupatsela programme implementation plan was behind schedule with only Orchard management being operational. A farm manager is to be appointed to start with other business units such as Atchar manufacturing. The project for reviewing of the Tourism framework will only be advertised in the next financial year.

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## **2.1.15 Water and Sanitation**

### **Overview**

This is one of the core functions of the municipality. Currently our provision for water services has improved over the previous financial years. To eradicate the water backlog, Mopani district as the water services authority has prioritized water services as the first service among all the other services. As of the middle of the 2010/2011 financial year, this is now a separate Directorate and no longer falls under the Engineering Services Directorate.

### **Description of Activity**

The main core functions of this division include:

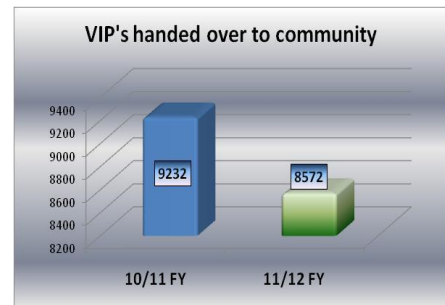
- ▶ Water and sanitation
- ▶ Water quality management
- ▶ Water demand management and
- ▶ Policy and by-laws development
- ▶ Tariff setting for water



## **Analysis of Function / Performance Highlights**

The **Water and Sanitation Services** Directorate achieved an overall score of **2.67 (89%)** at the end of the financial year, reflecting an increase from the previous year's score of **2.35 (78%)**. Some of the successes were as follows:

- ▶ A total of 8 572 constructed VIP's were handed over to the community and on par with the annual target of 8 570.
- ▶ All of the sanitation (waste water treatment plant) breakages reported as well as the water breakages (bulk lines) were attended to within two days, despite a shortage of spares and tools.
- ▶ All of the Auditor General's and Internal Auditor's queries were addressed as well as all of the identified risks.
- ▶ The risk register has been reviewed in conjunction with the Chief Risk Officer.



Challenges were faced in that only 65% of adequate spares and chemicals were available at all times in each satellite. Service providers were appointed in February 2012 for provision of spares and in June 2012 for provision of chemicals to improve the situation. Only 55% of pump stations, reservoirs, and satellite stations were kept clean at all times. A programme to clean the plant has been drafted and is to be implemented during the next financial year. Although just below target, a total of 18 km of bulk water infrastructure was constructed. Only one of the two planned assessments for employees took place during the year with an assessment for the Assistant Director for water and sanitation (ADWS) being conducted on the 13<sup>th</sup> of June 2012.

## **2.2 Progress on Eliminating Backlog**

The provision of basic services to the community determines a person's quality of life, and has a potential to boost socio-economic development. The supply of free basic services to all households remains a challenge for the district. Backlogs have remained high in the delivery of water, electricity and sanitation which has been impacted by the current infrastructure as well as the high number of rural communities and the increasing number of informal settlements.

### **2.2.1 Level and Standard of Service**

The success of local economic development is tied to the provision of basic and other types of infrastructure services to the people. Infrastructure analysis focuses on the status quo regarding water supply, sanitation facilities, energy, housing provision, roads and public transport, waste management and telecommunications – all of which underpin socio-economic development and determine a people's quality of life. The provision of adequate municipal infrastructure remains a challenge throughout the district.



## **Water**

Mopani district is a Water Service Authority (WSA), and all its Local Municipalities have WSP<sup>3</sup> Agreements in place. The surface water in urban areas and rural areas are served through boreholes. The following water catchment areas are benefiting within MDM: Groot Letaba for GLM & GTM, Olifant for MLM & BPM and Klein Letaba for Giyani.

The Mopani district is characterised by low rainfall, especially in the lower-lying areas of the district, namely, Greater Giyani and Ba-Phalaborwa. This results in limited water resources culminating in severe water shortages and regular drought conditions. Subsequently, there is stiff competition between the different water users such as agriculture, mining and forestry. To this end, water use for domestic purposes becomes critical. The main surface water resources for Mopani district are Letaba River catchment and all its tributaries. There is a huge potential for usage of borehole water as an augmentation to the surface water resources.

There are over 20 large dams in the district with 9 being used for primary consumption (domestic, industrial and commercial) and most of the other dams are used for irrigation purposes. Some private small dams also exist and are used for irrigation purpose as well. The total yield from the dams for primary usage is 273 million m<sup>3</sup> per annum. The agricultural sector uses the greatest portion of the available yield in the district, which is estimated at 70%, leaving 30 % for the other water users.

Bulk water supply in Mopani is characterized by numerous surface water schemes in various stages of full development to all consumer points. Water supply scheme clusters are well defined and the service area boundaries are well established. Major upgrading and refurbishment are needed at most localities. The Middle Letaba Sub Scheme area and Modjadji areas are in need of extensions to the existing bulk supply systems. In general, Mopani District is well provided with bulk water supply infrastructure. However, the reason why the supply of water is below the RDP level (25 litres per person per day) is the shortage of pipeline reticulation within villages.

Ba-Phalaborwa municipality has adequate reticulation system, followed by Greater Tzaneen Municipality, Greater Letaba Municipality and then Greater Giyani Municipality. The limited availability of infrastructure in Greater Giyani is attributed to the fact that the villages in the Greater Giyani area are spatially scattered, resulting in difficult and expensive processes to provide water supply pipelines in the villages. The drastic drop in the water level of Middle Letaba river shocked Giyani communities when drought was even declared nationally in 2009/10. It is also deduced that the major factor contributing to shortage of water is related to social aspects. These aspects are mainly vandalism of infrastructure, especially communal boreholes, lack of willingness from the consumers to pay for their water services and illegal (unauthorized) connections of pipelines by communities. These problems are usually prevalent in rural areas than urban areas. High water usage is generally observed in most of the areas, amounting to more than 150 litres per person per day in both towns and villages.

The majority of households in Ba-Phalaborwa (77,3%) have access to RDP standard water, Greater Tzaneen at 53,6%, Greater Letaba at 60,7%, Greater Giyani at 57,3% and Maruleng the lowest at 49,9%. However, taking a look at the households access to the various sources of water per local municipality as a percentage of the district, it becomes clear that the level of services are higher in

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<sup>3</sup> Water Service Provider



Ba-Phalaborwa with 35,3% of the households within the district with access to water inside their dwellings, especially when taking into consideration that only 12,9% of the households in the district reside in Ba-Phalaborwa. The smaller population and the absence of many scattered villages in Ba-Phalaborwa, compared to e.g Greater Giyani, probably contributed to this.

The following table indicates the performance of the water services objectives as per the municipal IDP:

**Table 13: Water services objectives and performance**

Water Service Policy Objectives Taken From IDP							
Service Objectives	KPIs	KPIs	2010/11		2011/12		
			Target	Actual	Target	Actual	Target *Following Year
(i)	(ii)	(ii)					
<b>Service Objective: Develop and maintain infrastructure</b>							
<b>Water Infrastructure and Services</b>	M_11	Percentage household with access to basic water	72%	72%	85%	75%	76%
	M_235	Water services development plan (WSDP) reviewed and updated	NA	NA	100%	40%	100% (1/1)
	M_236	Percentage of pump stations, reservoirs, and satellite stations kept clean at all times	NA	NA	100%	55%	62 stations
	M_478	Number km bulk water infrastructure constructed year to date	NA	30%	20%	18%	NA
	M_479	Percentage water breakages (bulk lines) reported and attended to within 2 days	100%	100%	100%	100%	NA
<b>Clean and safe water provision</b>	M_189	Blue drop rating	NA	64%	100%	72%	98%
	M_190	Green drop rating	NA	52%	100%	62%	95%
Comment: This table is in accordance with MDM's SDBIP for the last two financial years							
T3.1.6							

The following was the capital projects implemented in water services:

**Table 14: Capital Projects for Water Services**

Capital Expenditure 2011/12: Water Services						
Capital Projects		Jun-12				
		Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	% Expenditure
ID	Description					
P_35	Nandoni to Nsami Pipeline(DPLG&H R131m+DWA R54m)	R 185 000 000	R 17 253 315	R 6 538 456	R 178 461 544	37.90%
P_36	Mametja Sekororo RWS	R 64 000 000	R 628 553	R 684 013	R 63 315 987	108.82%
P_37	Sekgosese Ground Water Dev.Scheme	R 1 500 000	R 1 500 000	R 4 217 490	-R 2 717 490	281.17%
P_38	Giyani Water Works - Extension & Upgrading	R 40 000 000	R 5 300 000	R 3 532 526	R 36 467 474	66.65%
P_39	Giyani System N (Mapuve & Bulk main to Siyandani)	R 15 000 000	R 8 000 000	R 9 596 320	R 5 403 680	119.95%
P_40	Sefototse-Ditshosine-Ramatlatsi Bulk line	R 5 000 000	R 5 000 000	R 4 262 186	R 737 814	85.24%
P_41	Upgrading of Thapane Water Scheme	R 10 000 000	R 2 000 000	R 456 705	R 9 543 295	22.84%
P_42	Rising main from Nkambako WTP to Babanana	R 280 000 000	R 0	R 0	R 280 000 000	0.00%
P_43	Selwane Water Scheme	R 3 500 000	R 0	R 0	R 3 500 000	0.00%



Capital Expenditure 2011/12: Water Services						
Capital Projects		Jun-12				
		Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	% Expenditure
P_44	Kampersrus Water Supply	R 10 346 928	R 1 887 623	R 1 203 252	R 9 143 676	63.74%
P_45	Tours Bulk Water Scheme	R 5 500 000	R 3 000 000	R 1 047 050	R 4 452 950	34.90%
P_46	Upgrading of Senwamokgope	R 7 000 000	R 5 000 000	R 5 741 550	R 1 258 450	114.83%
P_47	Upgrading of Thabina Water Treatment Plant	R 1 000 000	R 0	R 0	R 1 000 000	0.00%
P_48	Borehole Development	R 20 000 000	R 52 000 000	R 47 304 824	-R 27 304 824	90.97%
	Water Reticulation to Villages	R 0	R 3 698 400	R 6 258 618	-R 6 258 618	169.23%
	Upgrading of Water Reticulation:BPM	R 0	R 0	R 110 862	-R 110 862	
	Upgrading of Water Reticulation:MLM	R 0	R 1 746 685	R 1 746 685	-R 1 746 685	100.00%
	Ritavi RWS	R 0	R 0	R 20 807	-R 20 807	
	Thabina Water Reticulation	R 0	R 4 495 595	R 4 745 836	-R 4 745 836	105.57%
<b>Total</b>		<b>R 647 846 928</b>	<b>R 111 510 171</b>	<b>R 97 467 179</b>	<b>R 550 379 749</b>	<b>15.04%</b>

Source: Performance Management System T3.1.9

The following table depicts the Water Service Delivery Levels:

**Table 15: Water Service Delivery Levels**

Water Service Delivery Levels Households				
Description	2008/09	2009/10	2010/11	2011/12
	Actual No.	Actual No.	Actual No.	Actual No.
<b>Water: (above min level)</b>				
Piped water inside dwelling	51 674	51 674	51 674	51 674
Piped water inside yard (but not in dwelling)	72 754	72 754	72 754	72 754
Using public tap (stand pipes )	109 341	109 341	109 341	109 341
Other water supply (within 200m)	29 218	29 218	29 218	29 218
<i>Minimum Service Level and Above sub-total</i>	262 987	262 987	262 987	262 987
<i>Minimum Service Level and Above Percentage</i>	99.13%	99.13%	99.13%	99.13%
<b>Water: (below min level)</b>				
Using public tap (more than 200m from dwelling)		N/A	N/A	N/A
Other water supply (more than 200m from dwelling)		N/A	N/A	N/A
No water supply	2 303	2 303	2 303	2 303
<i>Below Minimum Service Level sub-total</i>	2 303	2 303	2 303	2 303
<i>Below Minimum Service Level Percentage</i>	0.87%	0.87%	0.87%	0.87%
<b>Total number of households*</b>	<b>265 290</b>	<b>265 290</b>	<b>265 290</b>	<b>265 290</b>
<b>* - To include informal settlements</b>				
Source: As per Budget Schedule A1: SA9				T 3.1.4

The following is statistics on households with access to water:

**Table 16: Households with access to water**

Access to Water			
	Proportion of households with access to water points*	Proportion of households with access to piped water	Proportion of households receiving 6 kl free#
2008/09	109 341	51 674	45 332
2009/10	109 341	51 674	45 332
2010/11	109 341	51 674	45 332
2011/12	109 341	51 674	45 332
*Means access to 25 liters of potable water per day supplied within 200m of a household and with a minimum flow of 10 liters per minute			
**6,000 liters of potable water supplied per formal connection per month			
			T3.1.5.1





#### COMMENT ON WATER SERVICES PERFORMANCE OVERALL:

Some of the successes were as follows:

- ▶ A total of 8 572 constructed VIP's were handed over to the community and on par with the annual target of 8 570.
- ▶ All of the sanitation (waste water treatment plant) breakages reported as well as the water breakages (bulk lines) were attended to within two days, despite a shortage of spares and tools.
- ▶ All of the Auditor General's and Internal Auditor's queries were addressed as well as all of the identified risks.
- ▶ The risk register has been reviewed in conjunction with the Chief Risk Officer.



Challenges were faced in that only 65% of adequate spares and chemicals were available at all times in each satellite. Service providers were appointed in February 2012 for provision of spares and in June 2012 for provision of chemicals to improve the situation. Only 55% of pump stations, reservoirs, and satellite stations were kept clean at all times. A programme to clean the plant has been drafted and is to be implemented during the next financial year. Although just below target, a total of 18 km of bulk water infrastructure was constructed. Only one of the two planned assessments for employees took place during the year with an assessment for the Assistant Director for water and sanitation (ADWS) being conducted on the 13<sup>th</sup> of June 2012.

#### **Sanitation**

Lack of access to basic sanitation services has created massive environmental and health problems in both rural and urban areas in the district. The high backlog in the RDP level sanitation in villages constitutes a major risk in terms of ground water pollution. The main types of sanitary systems used in the district are water-borne sewerage (flush toilets), septic tanks, Ventilated Improved Pit latrines (VIP), French drains and ordinary pit latrines. Water-borne sewerage is mainly found in towns and townships, septic tanks are mainly on privately owned properties like farms, hotels, etc., with the rest mainly found in rural areas.

Most people in the district use pit latrines, followed by those without any sanitation services at all. The situation is worse in Greater Giyani with 54% of the households not having access to any sanitation. Greater Letaba has the highest usage of Pit Latrines at 51.5%, while flush toilets are more prevalent in Ba-Phalaborwa with 39,8% which correlates with the availability of piped water within the houses. The district municipality has the constitutional responsibility to provide access to sanitation services. To this end the District is on course to eradicate the sanitation backlog by 2015.



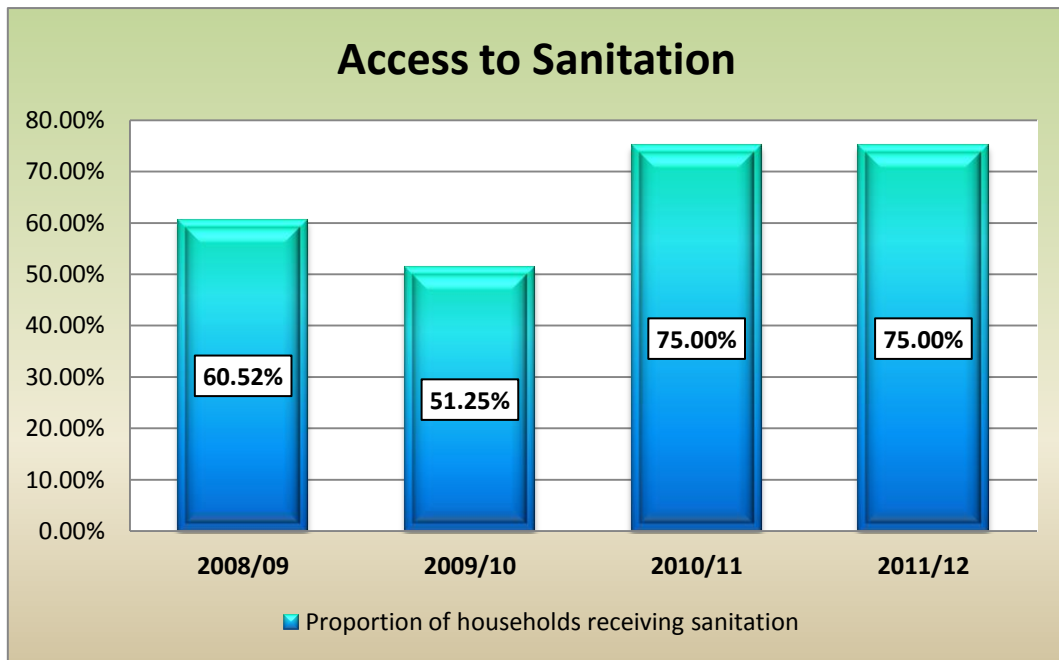
The following depicts the households access to basic Sanitation:

**Table 17: % households with access to Sanitation**

	2008/09	2009/10	2010/11	2010/12
% Households access to sanitation	60.52%	51.25%	75%	75%

*Source: Automated Performance Management System*

**Figure 9: % Households access to sanitation**



The following statistics indicates the number of households with access to sanitation:

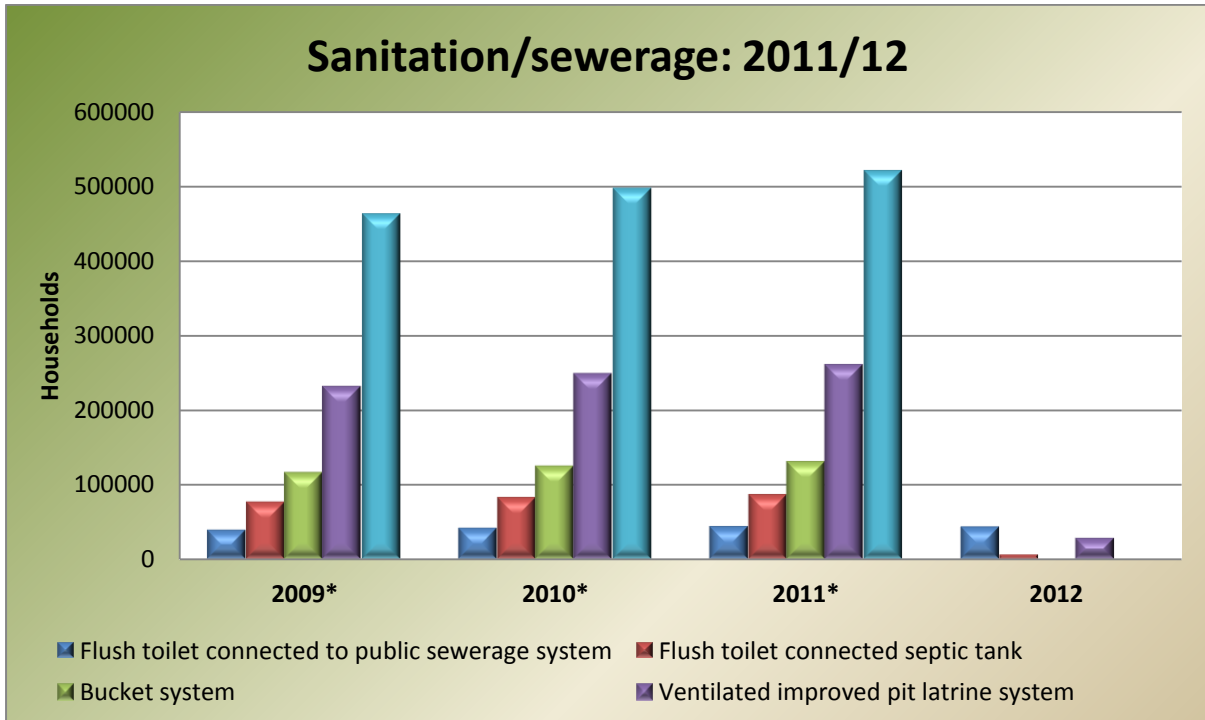
**Table 18: Number households access to sanitation**

	2009*	2010*	2011*	2012
Flush toilet connected to public sewerage system	38146	40993	42979	42 747
Flush toilet connected septic tank	75692	81475	85447	5 988
Bucket system	115847	124478	130437	123
Ventilated improved pit latrine system	231694	248956	260874	28 520
Other	463388	497912	521748	N/A

\*StatsSA (Non-financial census of municipalities for the year ended June 2010 and 2011)



Figure 10: Number households access to sanitation by type



The following is the service objectives and performance for sanitation:

Table 19: Sanitation service objectives

Waste Water (Sanitation) Service Policy Objectives Taken From IDP											
Service Objectives	Outline Service Targets	2008/09		2009/10		2010/11		2011/12		2012/13	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	*Following Year	
Service Indicators	(i)	(ii)									
<b>Service Objective: Develop and maintain infrastructure</b>											
% of households that has access to basic sanitation	Ensure that all communities have access to basic and sustainable infrastructure services		60.52%		51.25%		75.00%		78.60%	75.00%	88.00%
										T3.2.6	
Source: Automated Performance Management System											

The following capital budget was spent on Sanitation services:

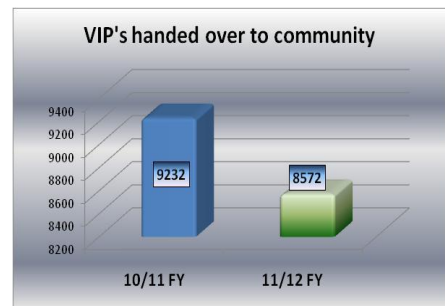


**Table 20: Capital Budget Sanitation**

Capital Budget: 2011/2012 Sanitation					
INFRASTRUCTURE SERVICES	Original Budget	Adjustments Budget	YTD Actual	YTD Variance	Full Year Forecast
Namakgale Sewage Project	16 400 000.00	8 904 404	5507024.19	3 397 380	8 904 404
Mopani household Sanitation	60 000 000.00	0	0.00	0	0
Upgrading of Nkowankowa Sewega	7 000 000.00	2 000 000	0	2 000 000	2 000 000
Upgrading of Phalaborwa Sewage	9 300 000.00	2 300 000	0	2 300 000	2 300 000
Lenyenye Sewerage plant	9 500 000.00	6 500 000	3 429 835.68	3 070 164	6 500 000
Upgrading of Giyani Sewage	3 000 000.00	2 000 000	602 100.00	1 397 900	2 000 000
Hoedspruit Sewage Plant	0.00	5 000 000	3 069 284.18	1 930 716	5 000 000
Modjadli Sewer Reticulation	0.00	199 730	199 728.37	2	199 730
<b>Total</b>	<b>105 200 000</b>	<b>26 904 134</b>	<b>12 807 972</b>	<b>14 096 162</b>	<b>26 904 134</b>
Source: Automated Performance Management System					T3.2.9

**COMMENT ON SANITATION SERVICES PERFORMANCE OVERALL:**

- ▶ A total of 8 572 constructed VIP’s were handed over to the community and on par with the annual target of 8 570. A total of 8 936 VIPs were constructed during the previous financial year, exceeding the annual target of 8 923.
- ▶ All of the sanitation (waste water treatment plant) breakages reported as well as the water breakages (bulk lines) were attended to within two days, despite a shortage of spares and tools as per the previous financial year performance.
- ▶ All of the Auditor General’s and Internal Auditor’s queries were addressed as well as all of the identified risks.
- ▶ The risk register has been reviewed in conjunction with the Chief Risk Officer.
- ▶ *Upgrading of Giyani Sewage* - Project is at 98% completion. Contractor on site busy with finishing works. Delay caused by the late delivery of materials.
- ▶ *The Water Services maintenance and refurbishment plan* was developed and submitted to DWA.



Challenges were faced in that only 65% of adequate spares and chemicals were available at all times in each satellite. Service providers were appointed in February 2012 for provision of spares and in June 2012 for provision of chemicals to improve the situation. Only 55% of pump stations, reservoirs, and satellite stations were kept clean at all times. A programme to clean the plant has



been drafted and is to be implemented during the next financial year. Although just below target, a total of 18 km of bulk water infrastructure was constructed. Only one of the two planned assessments for employees took place during the year with an assessment for the Assistant Director for water and sanitation (ADWS) being conducted on the 13<sup>th</sup> of June 2012

Challenges in project implementation were as follows:

- ▶ *Namakgale Sewage Project*– Project is behind schedule at 60% completion. The Contractor is on site and active with the concrete works. The Engineer requested to provide project turnaround strategy to ensure project completion.
- ▶ *Mopani Household Sanitation* – Project is at 75% completion. Most contractors have completed. Currently busy with commissioning and collection of happy letters. All contractors who did not complete in time are in a process of application of extension of times.
- ▶ *Upgrading of Nkowankowa Sewega* - The contractor has been appointed and awaiting site handover. Appointment of contractor was done late which resulted in the delay in implementation. The project has therefore been budgeted for in the next financial year to ensure completion.
- ▶ *Upgrading of Phalaborwa Sewage* - The project has been advertised, tender closed and awaiting appointment of contractor. Supply Chain Management to process appointment of the contractor.
- ▶ *Lenyenye Sewerage plant* - Project is at 78% completion. Contractor on site and currently busy with the installation of the rotors and the water tightness tests and the drying beds. Revisiting of project work schedules.

## **Energy and Electricity**

Energy distribution has important economic development implications with a potential to make a considerable development impact. This impact relates to improved living conditions, increased productivity and greater sustainability of the environment. Most rural households obtain most of their energy requirements from firewood.

- ▶ In Mopani, Local municipalities that are providing electricity are BPM & GTM. The GGM, MLM and GLM are still provided for by ESKOM. Mopani District Municipality has a role of providing bulk electricity to the local municipalities. However, this function is yet to be fully undertaken. National government in consultation with the South African Local Government Association (SALGA), ESKOM and other stakeholders are engaged in discussions regarding the restructuring of the Electricity Distribution Industry in South Africa with the aim of ensuring that the industry is able to meet the needs of electricity consumers in the country and improve the roll out of electricity.
- ▶ The four local municipalities in the district have signed the service level agreement with ESKOM for the rolling out of Free Basic Electricity to indigent households in the district. Each poor household is entitled to 50KWh per month.

The electricity service objects and performance were as follows:



**Table 21: Electricity Service objectives and performance**

Electricity Service Policy Objectives Taken From IDP										
Service Objectives	Outline Service Targets	2008/09		2009/10		2010/11		2011/12		2012/13
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	*Following Year
Service Indicators										
Service Objective: Electricity infrastructure										
% households access to basic services (electricity)	To ensure that all households have access to electricity					93%	86%	95%	90%	97%
										T3.3.5

Source: Automated Performance Management System

The capital expenditure for Electrical services was as follows:

**Table 22: Capital expenditure by Electrical Services**

Capital Expenditure 2011/12: Electrical Services							
							R' 000
Capital Projects		Jun-12					
		Budget	Adjustment	Actual Expenditure	Variance from original budget	% Expenditure	Total Project Value
ID	Description	Budget					
P_22	Electrification of Botshabelo(GGM)	300 000		0	R 300 000	0.00%	300 000
P_23	Mbamba Mencisi Electrification	14 000 000		3 492 447.60	R 10 507 552.40	24.95%	14 000 000
P_24	Metz Electrification	1 000 000		0	R 1 000 000	0.00%	1 000 000
Source: Automated Performance Management System							T3.3.8

The Electricity Service Delivery Levels is as follows:

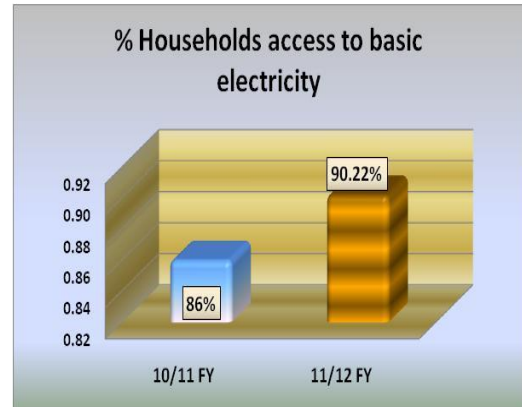
**Figure 11: Electricity Service Delivery Levels**

Electricity Service Delivery Levels				
Description	2008/09	2009/10	2010/11	Households
	Actual No.	Actual No.	Actual No.	2011/12 Actual No.
<b>Energy: (above minimum level)</b>				
Electricity (at least min.service level)	229 447	237 232	245 812	256 683
Electricity - prepaid (min.service level)				
Minimum Service Level and Above sub-total	229	237	246	257
Minimum Service Level and Above Percentage	100.0%	100.0%	100.0%	100.0%
<b>Energy: (below minimum level)</b>				
Electricity (< min.service level)				
Electricity - prepaid (< min. service level)				
Other energy sources				
Below Minimum Service Level sub-total	-	-	-	-
Below Minimum Service Level Percentage	0.0%	0.0%	0.0%	0.0%
<b>Total number of households</b>	229	237	246	257
				T3.3.3



#### COMMENT ON ELECTRICITY SERVICES PERFORMANCE OVERALL:

A total of 248 389 out of 275 316 household are electrified by the end of the 11/12 financial year. The total backlog of 26 927 includes newly established settlements as well as extensions to the electrified villages. ESKOM is currently busy with electrification of 18 villages in the district to the total of 3 123 households for a tune of R25 143 735.99 and expected to be completed by the end of the next current financial year. A total of eight (8) energy conservation workshops were held successfully during the year. Energy conservation workshops form part of the District Energy Forum on monthly bases. Success was also seen in the following projects in relation to Electricity Services:



- ▶ Electrification of Botshabelo(GGM) – Project advertised for consultant and awaiting appointment.
- ▶ Mbamba Mencisi Electrification - Project completed and switched on.
- ▶ Metz Electrification - Planning was completed. Submission was made on the turnkey approach.

## Waste Management

The district municipality is still having a serious challenge with waste management irrespective of the existence of the Integrated Waste Management Plans developed few years ago, for all local Municipalities in the district. Out of five local municipalities in the district it is only Greater Tzaneen local municipality that is having authorized waste management facility / landfill site. GGM, GLM and MLM have acquired authorization for Waste disposal sites at Ngove, Maphalle and London respectively. The District municipality has set aside funds to establish the disposal sites in these three municipalities. BPM is using informal site and application for authorization is yet to be made. Most of waste management services are rendered in townships and to a limited scale to rural households.

The following Waste Management Service Policy Objectives were implemented:



**Table 23: Waste Management Service Policy Objectives Taken From IDP**

Waste Management Service Policy Objectives Taken From IDP										
Service Objectives	Outline Service Targets	2008/09		2009/10		2010/11		2011/12		2012/13
Service Indicators		Target	Actual	Target	Actual	Target	Actual	Target	Actual	*Following Year
<b>Service Objective: To have 100% adequate and appropriate infrastructure by 2015. (Develop and maintain infrastructure)</b>										
% households access to basic services (Waste)	To ensure all households have access to waste removal	N/A	N/A	N/A	N/A	36%	48%	75%	30%	
										T3.4.4

Source: Automated Performance Management System

The Solid Waste Service Delivery Levels is as follows:

**Table 24: Solid Waste Service Delivery Levels**

Solid Waste Service Delivery Levels				
Description	Households			
	2008/09	2009/10	2010/11	2011/12
	Actual No.	Actual No.	Actual No.	Actual No.
<b><u>Solid Waste Removal: (Minimum level)</u></b>				
Removed at least once a week	40 100	40 100	40 100	40 100
<i>Minimum Service Level and Above sub-total</i>	40 100	40 100	40 100	40 100
<i>Minimum Service Level and Above percentage</i>	15.1%	15.1%	15.1%	15.1%
<b><u>Solid Waste Removal: (Below minimum level)</u></b>				
Removed less frequently than once a week	4664	4664	4664	4664
Using communal refuse dump	4656	4656	4656	4656
Using own refuse dump	158 190	158 190	158 190	158 190
Other rubbish disposal				
No rubbish disposal	57 555	57 555	57 555	57 555
<i>Below Minimum Service Level sub-total</i>	225 065	225 065	225 065	225 065
<i>Below Minimum Service Level percentage</i>	84.9%	84.9%	84.9%	84.9%
<b>Total number of households</b>	<b>265</b>	<b>265</b>	<b>265</b>	<b>265</b>
				T3.4.2





#### COMMENT ON WASTE MANGEMENT SERVICE PERFORMANCE OVERALL:

Waste Management continues to be a challenge within the Mopani District. Only three out of five local municipalities, i.e. Tzaneen, Maruleng and Ba-Phalaborwa are operating on the legal waste disposal sites. The Development of the Greater Giyani waste disposal site will be executed in the next financial year. There was no Education Summit planned for the current financial year due to budget constraints.

There are numerous illegal dumping sites that are utilized by the communities and industries. Most of these illegal dumping sites are not protected and children and animals easily access them, posing a serious health risk. This is a reflection of poor waste management practices by municipalities. Poorly managed waste disposal sites also have adverse impact on the water resources as they cause contamination/pollution of surface and ground water. It is the responsibility of the Mopani District Council to ensure that there are appropriate and authorized waste disposal sites that are well managed. The local municipalities have a responsibility to deal with waste removal in their areas of jurisdiction and put control measure against illegal dumping.

### **Housing**

The historic imbalances in South African society resulted in the majority of our people living without land and housing. While housing provisioning has improved to 84,7% <sup>4</sup>of the households in the District residing in housing that meet minimum standards, there is still significant number that still live and sleep in risk housing, 15,3%. “Better life for all” also needs to covers them.

Housing indicators presented a challenge throughout the 12/13 financial year. There were no meetings by the District Housing Forum held; however two Provincial Forums were attended by the Housing Coordinator on 25 July 2011 and 23 Sept 2011 and three consumer awareness programmes were also conducted. A resolution was taken that an investigation on unoccupied RDP houses to be undertaken which was done. There was no housing Development plan developed during the financial year. The Municipality is still waiting for the finalisation of the Provincial Housing Strategy in order to align the plan with the Provincial Strategy.

Success were that all the local municipalities have updated there housing beneficiary lists. All (100%) housing related complaints were investigated. A complaint was raised by the Portfolio committee that there are lot of unoccupied RDP houses, which others are used for business purposes. An investigation was made and a report was compiled in that regard. A total of 425 beneficiaries were reached out to. This included 50 beneficiaries at Mageva RDP on 05 June 2012, 60 housing beneficiaries on 12 June 2012 at Jamela RDP during the Housing Consumer Education Roadshow and 245 people that were reached out at Babangu/Ndhengeza on 06 June 2012 as well as 70 beneficiaries at Section F Giyani.

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<sup>4</sup> Municipal Information 2008 as per Mopani IDP 2012/13 page 85



## 2.2.2 Free Basic Services

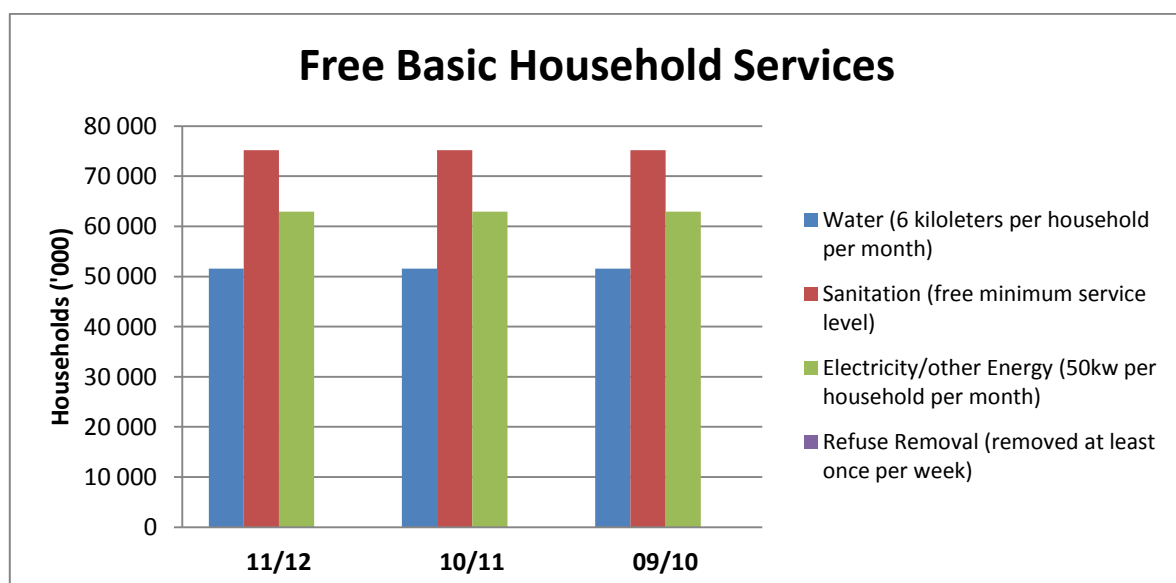
One of the strategic objectives of Mopani addresses the upliftment of the socio economic status of the communities within the district area. To ensure that all residents within the Mopani District area enjoy quality of life it is essential to monitor poverty levels and initiate programmes to decrease the number of households that are indigent. The review of the district indigent register as well as continuous research in depth analysis on the root causes of such poverty is necessary to accurately determine the poverty levels in the district area in order to develop strategies to alleviate the poverty levels. A proper analysis, in partnership with provincial departments and NGO"s, to determine the root cause of HIV & AIDS infection also need to be conducted. Once these causes are identified strategies and programmes need to be devised to fight infection as well as the impact thereof.

The provision of adequate basic services and municipal infrastructure remains a challenge throughout the district.

**Table 25: Households with access to free basic services**

Free Basic Services			
	11/12	10/11	09/10
Water (6 kiloliters per household per month)	51 544	51 544	515 44.00
Sanitation (free minimum service level)	75 195	75 195	75 195
Electricity/other Energy (50kw per household per month)	62 901	62 901	62901.00
Refuse Removal (removed at least once per week)	Urban areas only		
			T3.6.3

**Figure 12: Free basic household services**





**COMMENT ON FREE BASIC SERVICES AND INDIGENT SUPPORT:**

The backlog for free basic services is depicted in the table below:

**Figure 13: Backlog on Free Basic Services**

<b>(a) Access/ Backlog on Free basic Services (Indigent H/H)</b>												
	GTM		GGM		GLM		MLM		BPM		MDM	
<b>Total Indigent h/h</b>	28552		21007		27324		8249		11744		96876	
<b>Access/ Backlog</b>	<b>Access</b>	<b>Backlog</b>	<b>Access</b>	<b>Backlog</b>	<b>Access</b>	<b>Backlog</b>	<b>Access</b>	<b>Backlog</b>	<b>Access</b>	<b>Backlog</b>	<b>Access</b>	<b>Backlog</b>
Water	11 673	16879	3 711	17296	18 526	8798	1 687	6562	9 735	2009	45332	51544
Electricity	10 961	17591	3 711	17296	1 319	26005	8 249	-	9 735	2009	34025	62901
Sanitation	1 288	27264	3 711	17296	1 827	25497	5 120	3129	9 735	2009	21781	75195
Waste Management	-	ALL	-	ALL	-	ALL	-	ALL	-	ALL	-	ALL

5

Out of the total indigent households (96 876) of Mopani District Municipality, the following are the aggregate backlogs in free basic services: Water:53,2%, Electricity: 64,9% & Sanitation: 77,6%. Waste Act of 2008 requires that waste be part of the free basic services. Measuring tools are still under development for this service.

All municipalities in the district are providing free basic water to some extent (6000 litres per household per month) with almost none providing free basic waste removal. To eradicate the water backlog, Mopani district as the water services authority has prioritized water services as the first service among all the other services. The Department of Water Affairs (DWA) is currently busy with the building of the N’wamitwa Dam and the raising of the wall of the Tzaneen Dam to address the water shortage problem in the district. Due to the alarming drought that prevailed in the year 2009 there are plans in place to ensure that the situation does not repeat itself. Already bulk water supply pipeline project is initiated to source water from Nandoni dam in Vhembe into Nsami dam in Greater Giyani.

The table below depicts the government grants and subsidies received for the 11/12 financial year:



Figure 14: Government grants and subsidies

Figures in Rand	2012	2011
<b>18. Government grants and subsidies</b>		
Equitable share	419,718,000	363,482,880
Disaster relief grant	9,200,000	556,000
Department of Local Government and Housing (DPLGH Grant)	-	90,000,000
DWA (HR)	36,363,000	39,532,000
DWA (O&M)	24,133,000	35,220,000
DWA Refurbishment	7,309,887	3,157,377
EPWP	3,362,000	4,473,350
Finance Management Grant (FMG)	941,144	1,000,000
Equitable Share (Tzaneen Municipality)	-	13,087,683
LGW SETA	738,896	302,101
MIG	164,003,712	156,416,048
Municipal Systems Improvement Grant (MSIG)	790,000	750,000
DBSA Grant	2,500,000	-
	<b>669,059,639</b>	<b>707,977,439</b>

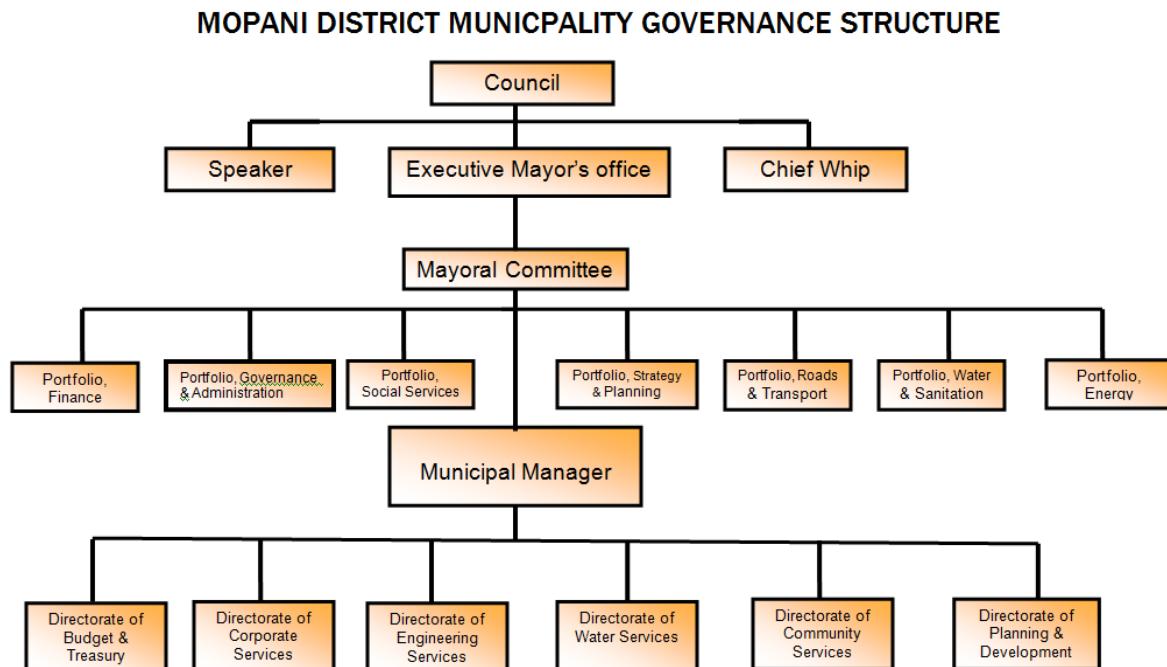


## Chapter 3: Human Resources and other Organisational Management

### 3.1 Introduction to the Municipal Workforce

The Mopani District Municipality organogram was reviewed during 2010/11. The governance of Mopani District comprises of the following units (political and administrative):

Figure 15: Organogram



The Mopani District Municipality had 381 positions as per its approved organogram. From these positions, 182 (47.76%) were filled. All section 57 positions were filled during the 2010/2011 financial year, as per the previous financial year. A total 34 positions were vacant for more than three months as the recruitment process were stalled by unions. A breakdown of staff per function and vacancies are as follows:



**Table 26: Number of total permanent staff**

DIRECTORATE	NO. OF POSTS PER ORGANOGRAM	NO OF POSTS FILLED	NO OF VACANT POSTS	COMMENTS
EXECUTIVE MAYOR'S OFFICE	19	11	8	2 OF VACANT POSTS FREEZED
MUNICIPAL MANAGER'S OFFICE	57	37	20	
BUDGET AND TREASURY	36	14	22	
SPATIAL PLANNING AND ECONOMIC DEVELOPMENT	12	10	2	
CORPORATE SERVICE	50	34	16	
ENGINEERING SERVICES	18	10	8	
WATER SERVICES	11	5	6	714 DWA TRANSFERS TO BE PLACED
COMMUNITY SERVICES	171	57	114	7 VACANT POSTS FREEZED
OFFICE OF THE SPEAKER	4	3	1	
OFFICE OF THE CHIEF WHIP	3	1	2	
<b>TOTAL</b>	<b>381</b>	<b>182</b>	<b>199</b>	

The Employment Equity Act (1998) Chapter 3, Section15(1) states that affirmative action measures are measures designed to ensure that suitable qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer. The following table illustrates EE implementation for MDM:



**Table 27: Employment Equity**

Occupational Categories	2009/2010				2010/2011				2009/2010				2010/2011				2009/2010	2010/2011
	Male				Male				Female				Female					
	African	Coloured	Indian	White	African	Coloured	Indian	White	African	Coloured	Indian	White	African	Coloured	Indian	White		
Legislators, senior officials and managers																		
Professionals																		
Technicians and associate professionals																		
Clerks																		
Service and sales workers																		
Skilled agricultural and fishery workers																		
Craft and related trades workers																		
Plant and machine operators and assemblers																		
Elementary occupations																		
<b>TOTAL PERMANENT</b>																		
Non-permanent employees																		
<b>GRAND TOTAL</b>																		



### 3.2 Managing the Municipal Workforce

In Managing a Municipal Workforce effectively, it is important that Employee Policies and procedures are in place and reviewed and that the necessary employee contracts are in place. For Mopani District Municipality, the following Policies and procedures are in place for employees:

**Table 28: HR Policies and Procedures**

Description	% Completed	% Review	Comment
Affirmative Action	75%	N/A	To be adopted by Council
Attraction and Retention	85%	YES	YES
Code of Conduct	100%	MSA	MSA
Delegations, Authorisation & Responsibility	100%	100%	DONE
Disciplinary Code and Procedures	100%	SALGBC	DONE
Essential Services	100%	LLF	LLF
Employee Assistance / Wellness	100%	100%	YES
Employment Equity	100%	100%	DONE
Exit Management	100%	100%	DONE
Grievance Procedures	100%	SALGBC	SALGBC
HIV/Aids	100%	100%	YES
Human Resource and Development	100%	100%	YES
Information Technology	100%	100%	YES
Job Evaluation	90%	SALGA	SALGA
Leave	100%	SALGBC	SALGBC
Occupational Health and Safety	100%	100%	YES
Official Housing	N/A	NA	NA
Official Journeys	100%	100%	DONE
Official transport to attend Funerals	100%	100%	DONE
Official Working Hours and Overtime	100%	100%	DONE
Organisational Rights	100%	100%	DONE
Payroll Deductions	100%	100%	DONE
Performance Management and Development	80%	80%	DONE
Recruitment, Selection and Appointments	100%	100%	DONE
Remuneration Scales and Allowances	100%	SALGBC	DONE
Resettlement	100%	100%	YES
Sexual Harassment	100%	100%	YES
Skills Development	100%	100%	YES
Smoking	100%	100%	YES
Special Skills	100%	100%	WSP
Work Organisation	95%	95%	DONE
Uniforms and Protective Clothing	100%	100%	DONE
Other:	N/A	NA	NA

At Mopani District Municipality, all Section 57 managers have signed employee contracts in place. The contract also contains the Performance Agreement and Performance Plan for each director on





which performance is based. These performance plans have been reviewed for 2010/2011 by all directors. Mid-year formal assessment did not take place for Section 57 Managers during the 2009/2010 financial year. The following table gives an indication of the senior members of staff that has signed a performance plan:

**Table 29: Performance Contracts**

Function	Signed Performance Plan 2011/12	Formal Half year assessment
<b>Office of the Executive Mayor</b>		
Director: Office of the Executive Mayor	VACANT	PENDING
Office of the Speaker	NA	NA
Office of the Chief Whip	NA	NA
Disability Desk	NA	NA
Youth Desk	NA	NA
Gender Desk	NA	NA
(Other)	NA	NA
<b>Office of the Municipal Manager</b>		
Municipal Manager	✓	PENDING
Performance Management Co-ordinator	NA	NA
Internal Auditor	NA	NA
Legal Services	NA	NA
Disaster	NA	NA
(Other)	NA	NA
		N-
<b>Budget &amp; Treasury</b>		
CFO	<input type="checkbox"/>	PENDING
Budget & Reporting	NA	NA
Revenue	NA	NA
Expenditure	NA	NA
SCM	NA	NA
(Other)	NA	NA
<b>Technical Services</b>		
Director: Technical Services	✓	PENDING
Project Management Unit	NA	NA
Water	NA	NA
Electricity (Energy)	NA	NA
Roads	NA	NA
(Other)	NA	NA
		NA
<b>Planning and Development</b>		
Director: Planning and Development	✓	PENDING
LED	NA	NA
IDP	NA	NA



Function	Signed Performance Plan 2011/12	Formal Half year assessment
<b>Office of the Executive Mayor</b>		
Spatial Planning	NA	NA
Other	NA	NA
<b>Community Services</b>		
Director: Community Services	✓	PENDING
Environmental Management	NA	NA
Fire	NA	NA
Health	NA	NA
SPAC	NA	NA
Housing	NA	NA
Other	NA	NA
<b>Corporate Services</b>		
Director: Corporate Services	✓	PRNDING
Admin	NA	NA
HR	NA	NA
IT	NA	NA
Other	NA	NA
		NA

Monitoring and managing sick leave plays an important part in workforce management. Sick leave has cost and service delivery implications for a municipality. The following table gives an overview of sick leave taken at Mopani District Municipality:



**Table 30: Number of days and estimated cost of Sick leave (excluding IOD)**

Salary band	Total days taken	Proportion days without medical certification	Number of employees using sick leave	Total number of employees*	Average days per total Employees	Estimated cost (R'000)
Lower skilled (Levels 1-2)						
Skilled (Levels 3-5)						
Highly skilled production (levels 6-8)						
Highly skilled supervision (levels 9-12)						
Senior management (Levels 13-15)						
MM and S57						
<b>Total</b>						



### 3.3 Capacitating the Municipal Workforce

The Skills Development Act (1998) and the Municipal Systems Act (2000) require employers to supply employees with the necessary training in order to develop its human resource capacity. Section 55(1)(f) states that as head of administration the Municipal Manager is responsible for the management, utilisation and training of staff.

The overall number of people who were trained during 2010/2011 amounted to **xxxx**.

Total expenditure on training for various skills priorities was **R xxxxxx**

A total **of R xxxx** was paid in skills levies to the LGSETA FY2010/11.

A total of R xxxx was claimed back in terms of **Grant xxxx** FY2010/11.

The table below gives an overview of the training provided and the budget amount spent:



**Table 31: Skills Development Training & Budget Spent**

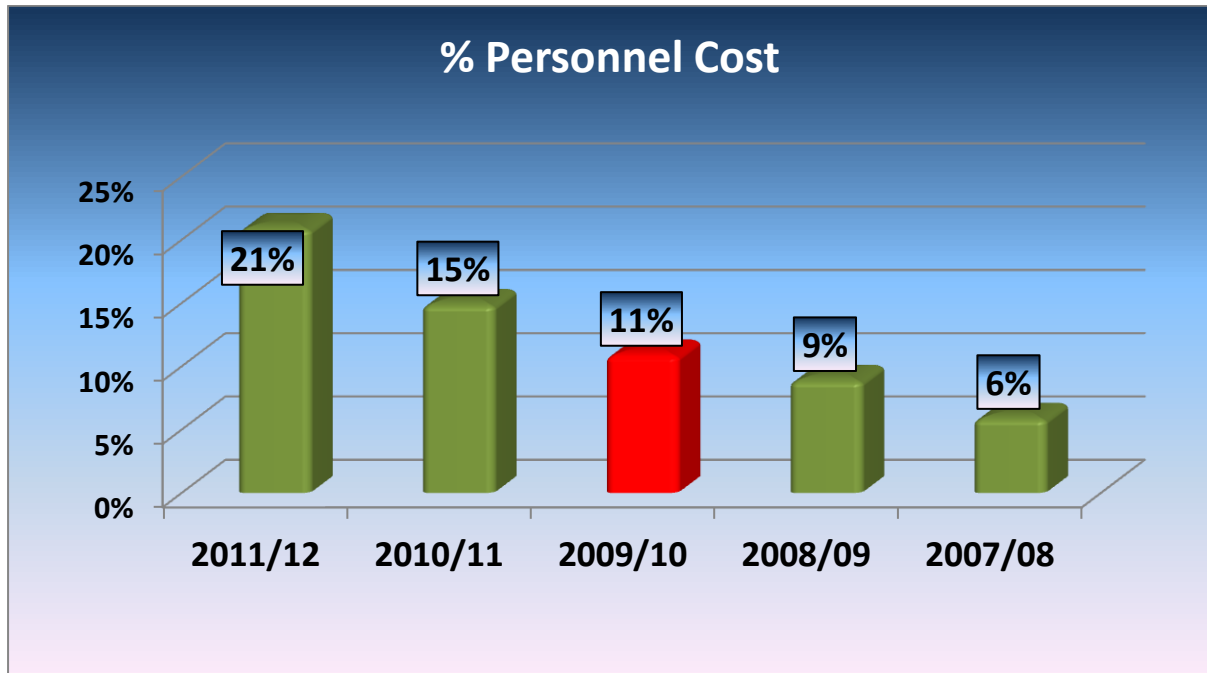
Occupational categories	Gender	Number of employees as at the beginning of the financial year	Training provided within the reporting period									
			Learner ships		Skills programmes & other short courses		Other forms of training		Total			Total
			Actual	Target	Actual	Target	Actual	Target	Actual	Required	% Variance	R-value Expenditure
MM and S57	Female	2										
	Male	4										
Legislators, senior officials and managers	Female	13										
	Male	23										
Professionals	Female	23										
	Male	71										
Technicians and associate professionals	Female	46										
	Male	8										
Clerks	Female											
	Male											
Service and sales workers	Female	162										
	Male	413										
Plant and machine operators and assemblers	Female											
	Male											
Elementary occupations	Female											
	Male											
Sub total	Female	244										
	Male	605										
Total		849										



### 3.4 Municipal Workforce Expenditure

Personnel expenditure was 21% of total budget for 2010/2011 and shown a steady incline over the last five years. % Personnel cost had the following trends over 5 years:

Graph 1: % Personnel Expenditure Trend



Disclosure regarding the remuneration packages for the Executive Mayor and Section 57 Managers were as follows: [\(Include if not included in Financial Statements\)](#)

Description	Executive Mayor	Executive Councillors (list individually)	Municipal Manager	Chief Financial Officer	Other Senior Managers (list individually)	Total
<b>Salaries and Wages R'000</b>						
Normal						
Overtime						
<b>Contributions R'000</b>						
Pensions						



Description	Executive Mayor	Executive Councillors (list individually)	Municipal Manager	Chief Financial Officer	Other Senior Managers (list individually)	Total
Medical Aid						
Other						
<b>Allowances R'000</b>						
Travel and Motor Car						
Accommodation						
Subsistence						
<b>Housing Benefits and Allowances R'000</b>						
<b>Loans and Advances R'000</b>						
<b>Other Benefits and Allowances R'000 (Specify)</b>						
<b>Arrears Owed to Municipality R'000</b>						

Table 32: Remuneration packages

The outstanding amount owed to Council by Employees was as follows:

**Sundry Debtors: Loans**

Loan Type	GL Number	Closing - 30/06/2010	
		Number of Loans	Balance
Motor Loans			
Computer Loans			
Study Loans			
University Loans			
Damaged/Lost Goods Loans			
Council Recovery Loans [over payments etc.]			
<b>Total</b>			

Table 33: Outstanding Loans



The composition of membership per pension and provident fund was as follows:

**Table 34: Pension fund information**

Fund	Jun – 09	Jun-10	Jun-11
	Number of members	Number of members	Number of members
National Pension Fund for Municipal Workers			
Municipal Gratuity Fund			
Joint Municipal Pension Fund			
Municipal Workers Pension Fund			
SAMWU National Pension Fund			
Tshwane Municipal Provident Fund			
Tshwane Municipal Pension Fund			
SALA Provident Fund			
SALA Pension Fund			
Germiston Municipal Retirement Fund			
Government Employees Pension Fund			
MESHAWU Gratuity Fund			
Pension Fund for Councillors			
<b>TOTAL</b>			

**Membership of the Medical Aid funds was as follows:**

Fund	Jun-09	Jun-10	Jun-11
	Number of members	Number of members	Number of members
Bonitas			
Hosmed			
GLOBAL (was Pretmed)			
Pro Sano			
Omnitop			
Munimed			
Medihelp			
Bensure			
LA Health			
SAMWUMED			
<b>TOTAL</b>			





# Chapter 4:

## Audited Financial Statements and Related Information





## Chapter 4: Audited Financial Statements and Related Information

### INTRODUCTION

Chapter 4 contains information regarding financial performance and highlights specific accomplishments. The chapter comprises of three components:

- Component A: Statement of Financial Performance
- Component B: Spending Against Capital Budget
- Component C: Other Financial Matters

### COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

#### 4.1 STATEMENTS OF FINANCIAL PERFORMANCE

DC33 Mopani - Table C1 Monthly Budget Statement  
Summary - M12 June

Description	2010/11	Budget Year 2011/12							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
<b>R thousands</b>									
<b>Financial Performance</b>									
Property rates	-	-	-	-	-	-	-	-	-
Service charges	152 742	150	86 177	2 748	60 908	86 177	(25 269)	-29%	86 177
Investment revenue	7 994	8 500	52	1	52	52	(0)	-1%	52
Transfers recognised - operational	461 585	503 806	560 162	-	526 929	560 162	(33 233)	-6%	560 162
Other own revenue	7 383	21 393	12 012	112	9 987	12 012	(2 024)	-17%	120 512
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>629 705</b>	<b>533 849</b>	<b>658 403</b>	<b>2 861</b>	<b>597 875</b>	<b>658 403</b>	<b>(60 527)</b>	<b>-9%</b>	<b>766 903</b>
Employee costs	115 951	120 432	209 220	15 603	198 285	209 220	(10 935)	-5%	209 220
Remuneration of Councillors	6 386	6 386	7 733	654	7 559	7 733	(174)	-2%	7 733
Depreciation & asset impairment	-	-	122 733	7	112 479	122 733	(10 254)	-8%	122 733
Finance charges	-	-	365	-	-	365	(365)	-100%	365
Materials and bulk purchases	71 703	84 006	161 827	8 552	144 533	161 827	(17 294)	-11%	161 827
Transfers and grants	60 000	60 000	-	-	-	-	-	-	-
Other expenditure	87 514	62 826	366 106	27 609	236 910	366 106	(129 196)	-35%	366 106
<b>Total Expenditure</b>	<b>341 554</b>	<b>333 650</b>	<b>867 985</b>	<b>52 425</b>	<b>699 765</b>	<b>867 985</b>	<b>(168 219)</b>	<b>-19%</b>	<b>867 985</b>
<b>Surplus/(Deficit)</b>	<b>288 150</b>	<b>200 199</b>	<b>(209 582)</b>	<b>(49 564)</b>	<b>(101 890)</b>	<b>(209 582)</b>	<b>107 692</b>	<b>-51%</b>	<b>(101 082)</b>
Transfers recognised - capital	246 416	774 229	263 229	-	263 229	263 219	10	0%	263 229
Contributions & Contributed assets	-	-	-	-	-	-	-	-	-



**DC33 Mopani - Table C1 Monthly Budget Statement  
Summary - M12 June**

Description	2010/11	Budget Year 2011/12							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
<b>R thousands</b>									
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b> Share of surplus/ (deficit) of associate	534 566	974 428	53 647	(49 564)	161 339	53 637	107 702	201%	162 147
<b>Surplus/ (Deficit) for the year</b>	534 566	974 428	53 647	(49 564)	161 339	53 637	107 702	201%	162 147
<b>Capital expenditure &amp; funds sources</b>									
<b>Capital expenditure</b>	363 486	974 428	168 013	2 469	131 638	168 013	(36 375)	-22%	168 013
Capital transfers recognised	218 855	774 229	168 013	2 469	131 638	168 013	(36 375)	-22%	168 013
Public contributions & donations	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	144 631	200 199	-	-	-	-	-	-	-
<b>Total sources of capital funds</b>	363 486	974 428	168 013	2 469	131 638	168 013	(36 375)	-22%	168 013
<b>Financial position</b>									
Total current assets	516 400	727 221	739 072		874 777				727 221
Total non current assets	1 806 674	2 890 896	795 838		1 815 950				2 890 896
Total current liabilities	526 147	420 548	918 851		585 414				420 548
Total non current liabilities	18 718	23 598	-		8 400				23 598
<b>Community wealth/Equity</b>	1 778 208	3 173 972	616 059		2 096 913				3 173 972
<b>Cash flows</b>									
Net cash from (used) operating	634 475	1 121 140	120 779	(50 980)	30 855	(2 037)	32 891	-1615%	120 779
Net cash from (used) investing	(122 227)	-	(264 908)	(2 469)	(131 638)	(242 832)	111 195	-46%	(264 908)
Net cash from (used) financing	621	-	-	-	-	-	-	-	-
<b>Cash/cash equivalents at the month/year end</b>	660 739	1 121 140	(144 129)	-	814	(244 869)	245 682	-100%	(42 532)
<b>Debtors &amp; creditors analysis</b>	<b>0-30 Days</b>	<b>31-60 Days</b>	<b>61-90 Days</b>	<b>91-120 Days</b>	<b>121-150 Dys</b>	<b>151-180 Dys</b>	<b>181 Dys-1 Yr</b>	<b>Over 1Yr</b>	<b>Total</b>
<b>Debtors Age Analysis</b>									
Total By Revenue Source	0	1	-	16 220	2 649	1 864	-	132511 60500%	153 246
<b>Creditors Age Analysis</b>									
Total Creditors	48 138	-	-	-	-	-	-	-	48 138
Source: Schedule C Table C1-SUM									



**DC33 Mopani - Table C2 Monthly Budget Statement - Financial Performance (standard classification) - M12 June**

Description	Ref	2010/11	Budget Year							
		Audited Outcome	2011/12	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %
R thousands	1									
<b>Revenue - Standard</b>										
<b>Governance and administration</b>		876 121	1 308 078	836 005	113	718 293	836 005	(117 712)	-14%	836 005
Executive and council		-	-	-	-	-	-	-		-
Budget and treasury office		876 121	1 308 078	836 005	113	718 293	836 005	(117 712)	-14%	836 005
Corporate services		-	-	-	-	-	-	-		-
<b>Community and public safety</b>		-	-	-	-	-	-	-		-
Community and social services		-	-	-	-	-	-	-		-
Sport and recreation		-	-	-	-	-	-	-		-
Public safety		-	-	-	-	-	-	-		-
Housing		-	-	-	-	-	-	-		-
Health		-	-	-	-	-	-	-		-
<b>Economic and environmental services</b>		-	-	-	-	-	-	-		-
Planning and development		-	-	-	-	-	-	-		-
Road transport		-	-	-	-	-	-	-		-
Environmental protection		-	-	-	-	-	-	-		-
<b>Trading services</b>		-	-	72 533	2 748	65 499	86 027	(20 529)	-24%	86 027
Electricity		-	-	-	-	-	-	-		-
Water		-	-	72 533	2 061	59 570	72 533	(12 962)	-18%	72 533
Waste water management		-	-	-	687	5 928	13 495	(7 566)	-56%	13 495
Waste management		-	-	-	-	-	-	-		-
<b>Other</b>	4	-	-	-	-	-	-	-		-
<b>Total Revenue - Standard</b>	2	876 121	1 308 078	908 537	2 861	783 792	922 032	(138 240)	-15%	922 032
<b>Expenditure - Standard</b>	-									
<b>Governance and administration</b>		157 527	174 804	344 470	15 126	294 189	344 470	(50 281)	-15%	344 470
Executive and council		32 327	37 440	37 159	3 721	33 833	37 159	(3 326)	-9%	37 159
Budget and treasury office		78 440	104 434	25 924	1 795	22 259	25 924	(3 665)	-14%	25 924
Corporate services		46 761	32 929	281 387	9 610	238 096	281 387	(43 291)	-15%	281 387
<b>Community and public safety</b>		32 293	55 207	46 618	3 370	46 881	46 618	264	1%	46 618
Community and social services		3 682	5 448	2 797	347	7 746	2 797	4 949	177%	2 797
Sport and recreation		-	-	-	-	-	-	-		-
Public safety		22 868	43 078	40 090	2 777	36 824	40 090	(3 266)	-8%	40 090
Housing		-	-	-	-	-	-	-		-
Health		5 743	6 681	3 731	246	2 312	3 731	(1 419)	-38%	3 731
<b>Economic and environmental services</b>		157 608	27 195	28 654	5 445	24 016	28 654	(4 638)	-16%	28 654
Planning and development		7 086	9 856	10 165	2 907	12 253	10 165	2 087	21%	10 165
Road transport		150 522	17 339	18 488	2 537	11 763	18 488	(6 725)	-36%	18 488
Environmental protection		-	-	-	-	-	-	-		-
<b>Trading services</b>		424 524	76 444	445 572	28 484	334 679	445 572	(110 892)	-25%	445 572
Electricity		6 659	1 341	805	48	672	805	(134)	-17%	805



Water		232 858	75 103	426 914	26 714	325 284	426 914	(101 630)	-24%	426 914
Waste water management		185 008	–	17 853	1 722	8 724	17 853	(9 129)	-51%	17 853
Waste management		–	–	–	–	–	–	–		–
<b>Other</b>		–	–	–	–	–	–	–		–
<b>Total Expenditure - Standard</b>	<b>3</b>	<b>771 952</b>	<b>333 650</b>	<b>865 313</b>	<b>52 425</b>	<b>699 765</b>	<b>865 313</b>	<b>(165 548)</b>	<b>-19%</b>	<b>865 313</b>
<b>Surplus/ (Deficit) for the year</b>		<b>104 168</b>	<b>974 428</b>	<b>43 224</b>	<b>(564)</b>	<b>84 026</b>	<b>56 719</b>	<b>27 307</b>	<b>48%</b>	<b>56 719</b>

References

1. Government Finance Statistics Functions and Sub-functions are standardised to assist the compilation of national and international accounts for comparison purposes
2. Total Revenue by standard classification must reconcile to Total Operating Revenue shown in the Financial Performance Statement
3. Total Expenditure by standard classification must reconcile to total operating expenditure shown in 'Financial Performance Statement'
4. All amounts must be classified under a standard classification (modified GFS). The GFS function 'Other' is only for Abattoirs, Air Transport, Markets and Tourism - and if used must be supported by footnotes. Nothing else may be placed under 'Other'. Assign associate share to relevant classification

Source: Schedule C table C2- FinPerf SC



## 4.2 GRANTS

**DC33 Mopani - Supporting Table SC6 Monthly Budget Statement - transfers and grant receipts - M12 June**

Description	2010/11	Budget Year 2011/12							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
<b>R thousands</b>									
<b>RECEIPTS:</b>									
<b>Operating Transfers and Grants</b>									
<b>National Government:</b>	<b>461 585</b>	<b>491 436</b>	<b>492 254</b>	–	<b>482 254</b>	<b>482 254</b>	–		<b>492 254</b>
Equitable share	376 571	419 718	419 718	–	419 718	419 718	–		419 718
Finance Management grant	1 000	1 250	1 250	–	1 250	1 250	–		1 250
Municipal Systems Improvement	750	790	790	–	790	790	–		790
Department of Water Affairs	77 909	69 678	70 496	–	60 496	60 496	–		70 496
Other transfers and grants [insert description]	5 355	–	–	–	–	–	–		–
<b>Provincial Government:</b>	<b>5 355</b>	<b>12 370</b>	<b>12 220</b>	–	<b>19 404</b>	<b>19 404</b>	–		<b>12 220</b>
LGWSETA	302	750	600	–	475	475	–		600
Drought Relief Fund	556	–	–	–	–	–	–		–
Common Wealth Grant	24	–	–	–	–	–	–		–
EPWP	4 473	11 620	11 620	–	3 041	3 041	–		11 620
Rural Transport Grant	–	–	–	–	1 688	1 688	–		–
Disaster Relief Grant	–	–	–	–	14 200	14 200	–		–
<b>Other grant providers:</b>	<b>–</b>	<b>–</b>	<b>–</b>	–	<b>–</b>	<b>–</b>	–		<b>–</b>
<b>Total Operating Transfers and Grants</b>	<b>466 940</b>	<b>503 806</b>	<b>504 474</b>	–	<b>501 658</b>	<b>501 658</b>	–		<b>504 474</b>
<b>Capital Transfers and Grants</b>									
<b>National Government:</b>	<b>156 416</b>	<b>643 229</b>	<b>318 917</b>	–	<b>305 291</b>	<b>305 291</b>	–		<b>318 897</b>
Municipal Infrastructure Grant (MIG)	<b>156 416</b>	<b>263 229</b>	<b>263 229</b>	–	<b>263 219</b>	<b>263 219</b>	–		<b>263 229</b>
Regional Infrastructure Grant	–	<b>326 000</b>	–	–	–	–	–		–
DWA-Nandoni	–	<b>54 000</b>	<b>54 000</b>	–	<b>42 072</b>	<b>42 072</b>	–		<b>54 000</b>
Water Affairs	–	–	–	–	–	–	–		–
Other capital transfers	–	–	<b>1 688</b>	–	–	–	–		<b>1 668</b>
<b>Provincial Government:</b>	<b>90 000</b>	<b>131 000</b>	–	–	–	–	–		–
<i>DPLG &amp; H-Nandoni</i>	<b>90 000</b>	<b>131 000</b>	–	–	–	–	–		–
<b>Other grant providers:</b>	<b>–</b>	<b>–</b>	<b>–</b>	–	<b>–</b>	<b>–</b>	–		<b>–</b>
<b>Total Capital Transfers and Grants</b>	<b>246 416</b>	<b>774 229</b>	<b>318 917</b>	–	<b>305 291</b>	<b>305 291</b>	–		<b>318 897</b>
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>	<b>713 356</b>	<b>1 278 035</b>	<b>823 391</b>	–	<b>806 949</b>	<b>806 949</b>	–		<b>823 371</b>

Source: Schedule C SC6



**DC33 Mopani - Supporting Table SC7 Monthly Budget Statement - transfers and grant expenditure - M12 June**

Description	2010/11	Budget Year 2011/12							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
<b>R thousands</b>									
<b>EXPENDITURE</b>									
<b>Operating expenditure of Transfers and Grants</b>									
<b>National Government:</b>	<b>443 142</b>	<b>491 436</b>	<b>492 254</b>	<b>40 015</b>	<b>545 868</b>	<b>492 254</b>	<b>53 614</b>	<b>10.9%</b>	<b>492 254</b>
Equitable share	363 483	419 718	419 718	39 767	473 641	419 718	53 923	12.8%	419 718
0	1 000	1 250	1 250	248	941	1 250	(309)	-24.7%	1 250
0	750	790	790	-	790	790	-		790
0	77 909	69 678	70 496	-	70 496	70 496	-		70 496
<b>Provincial Government:</b>	<b>5 355</b>	<b>12 370</b>	<b>13 908</b>	<b>2 377</b>	<b>6 615</b>	<b>10 853</b>	<b>(4 238)</b>	<b>-39.1%</b>	<b>13 908</b>
LGWSETA	302	750	600	-	561	450	111	24.7%	600
Common Wealth Grant	556	-	-	-	-	-	-		-
EPWP	4 473	11 620	11 620	2 377	6 054	8 715	(2 661)	-30.5%	11 620
Rural Transport Grant	24	-	1 688	-	-	1 688	(1 688)	-100.0%	1 688
Disaster Relief Grant	-	-	-	-	-	-	-		-
<b>Total operating expenditure of Transfers and Grants:</b>	<b>448 498</b>	<b>503 806</b>	<b>506 162</b>	<b>42 391</b>	<b>552 483</b>	<b>503 107</b>	<b>49 376</b>	<b>9.8%</b>	<b>506 162</b>
<b>Capital expenditure of Transfers and Grants</b>									
<b>National Government:</b>	<b>156 416</b>	<b>643 229</b>	<b>317 229</b>	<b>12 503</b>	<b>159 991</b>	<b>317 229</b>	<b>(157 238)</b>	<b>-49.6%</b>	<b>317 229</b>
Municipal Infrastructure Grant (MIG)	<b>156 416</b>	<b>263 229</b>	<b>263 229</b>	<b>12 503</b>	<b>124 304</b>	<b>263 229</b>	<b>(138 925)</b>	<b>-52.8%</b>	<b>263 229</b>
0	-	<b>326 000</b>	-	-	-	-	-		-
0	-	<b>54 000</b>	<b>54 000</b>	-	<b>35 687</b>	<b>54 000</b>	<b>(18 313)</b>	<b>-33.9%</b>	<b>54 000</b>
<b>Provincial Government:</b>	<b>90 000</b>	<b>131 000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>
	<b>90 000</b>	<b>131 000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>
<b>Total capital expenditure of Transfers and Grants</b>	<b>246 416</b>	<b>774 229</b>	<b>317 229</b>	<b>12 503</b>	<b>159 991</b>	<b>317 229</b>	<b>(157 238)</b>	<b>-49.6%</b>	<b>317 229</b>
<b>TOTAL EXPENDITURE OF TRANSFERS AND GRANTS</b>	<b>694 914</b>	<b>1 278 035</b>	<b>823 391</b>	<b>54 894</b>	<b>712 474</b>	<b>820 336</b>	<b>(107 862)</b>	<b>-13.1%</b>	<b>823 391</b>
Source Schedule C table SC7									

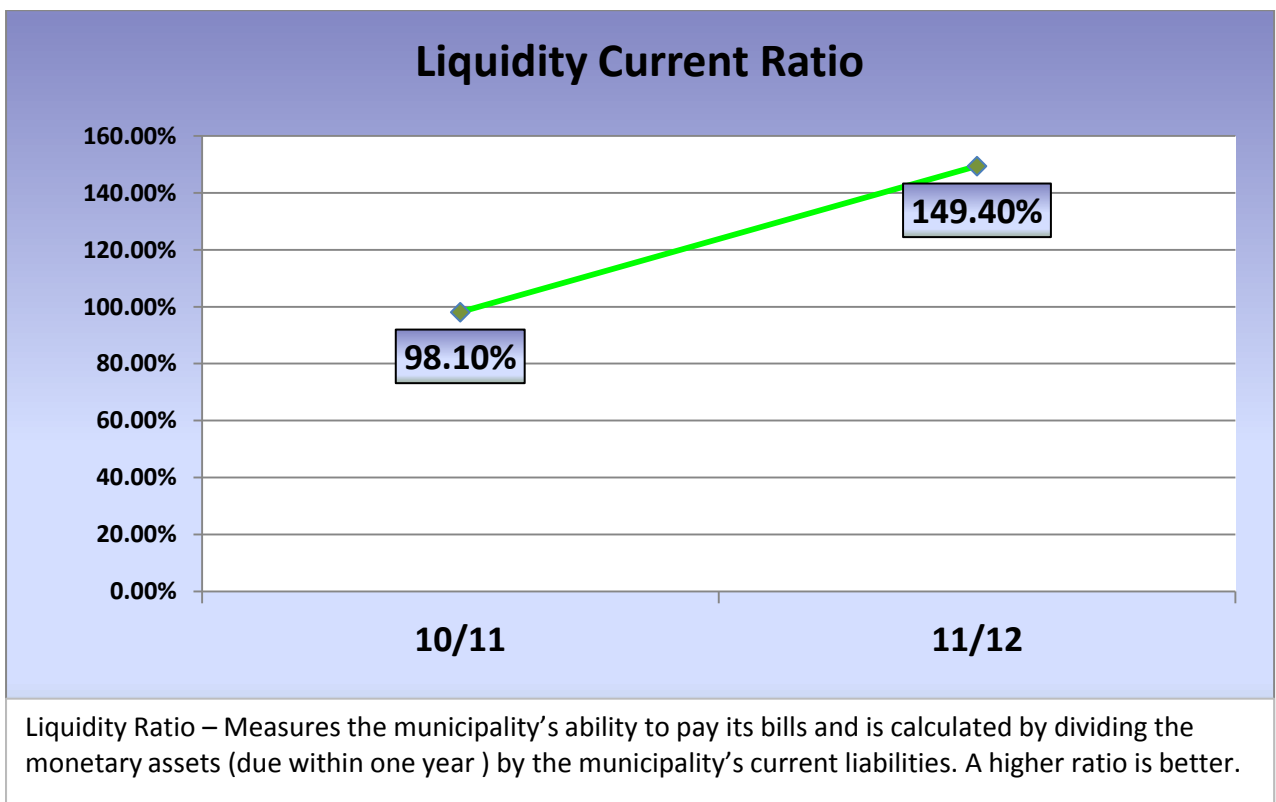


### 4.3 ASSET MANAGEMENT

Repair and Maintenance Expenditure 2011/12				
R' 000				
	Original Budget	Adjustment Budget	Actual	Budget variance
Repairs and Maintenance Expenditure	R 83 752 950.00	R 72 684 227.00	R 67 339 375.48	R 5 344 851.52

Source: Schedule C Table SC13c

### 4.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

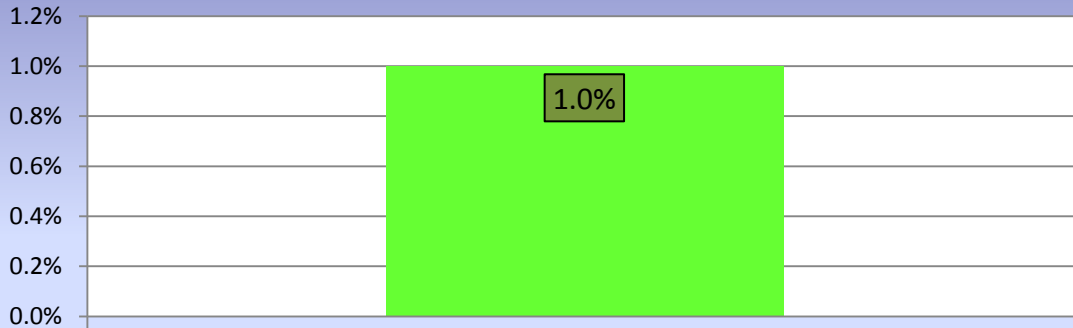


Source: Schedule C Table SC2



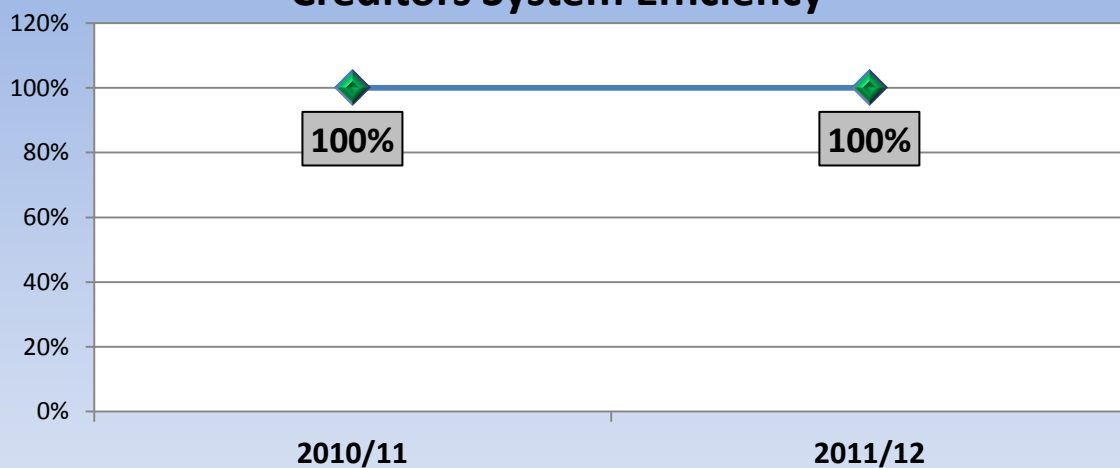


## O/S Service Debtors to Revenue



Total Outstanding Service Debtors – Measures how much money is still owed by the community for water, electricity, waste removal and sanitation compared to how much money has been paid for these services. It is calculated by dividing the total outstanding debtors by the total annual revenue. A lower score is better. Data used from MBRR SA8

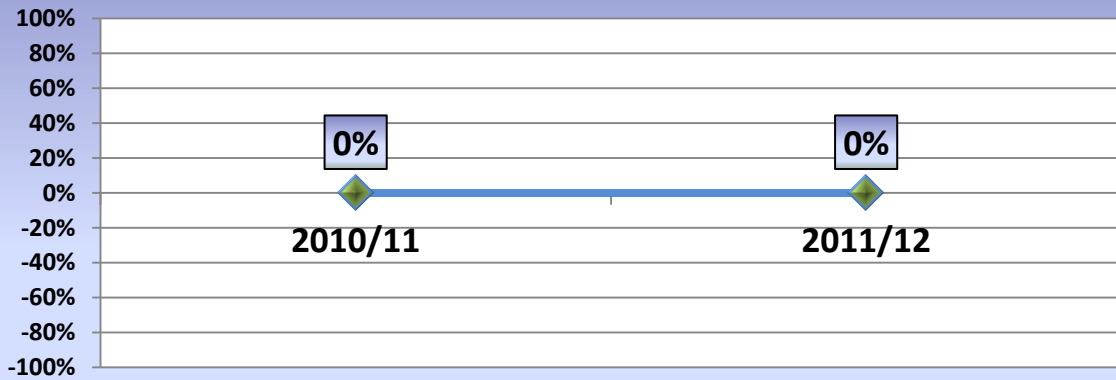
## Creditors System Efficiency



Creditor System Efficiency – The proportion of creditors paid within terms (i.e. 30 days). This ratio is calculated by outstanding trade creditors divided by credit purchases  
Source : Schedule C table SC2



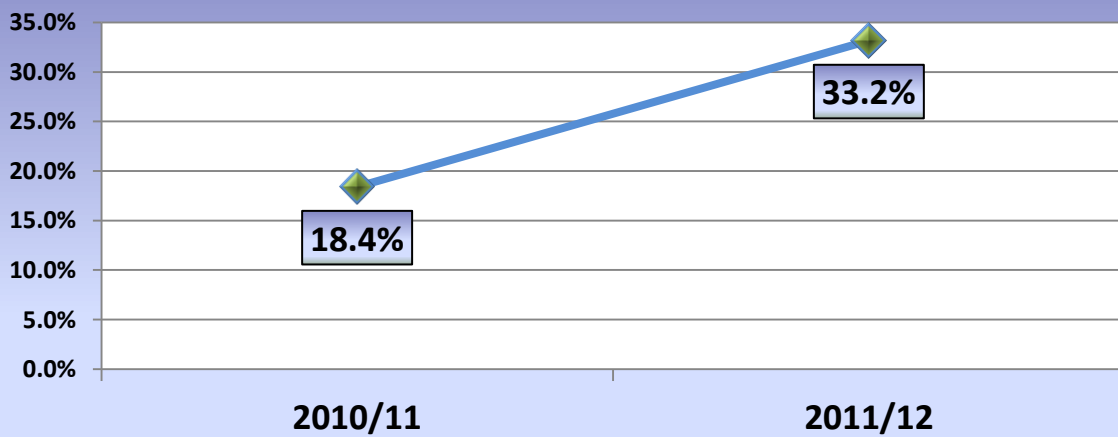
## Capital Charges to Operating Expenditure



Capital Charges to Operating Expenditure ratio is calculated by dividing the sum of capital interest and principle paid by the total operating expenditure.

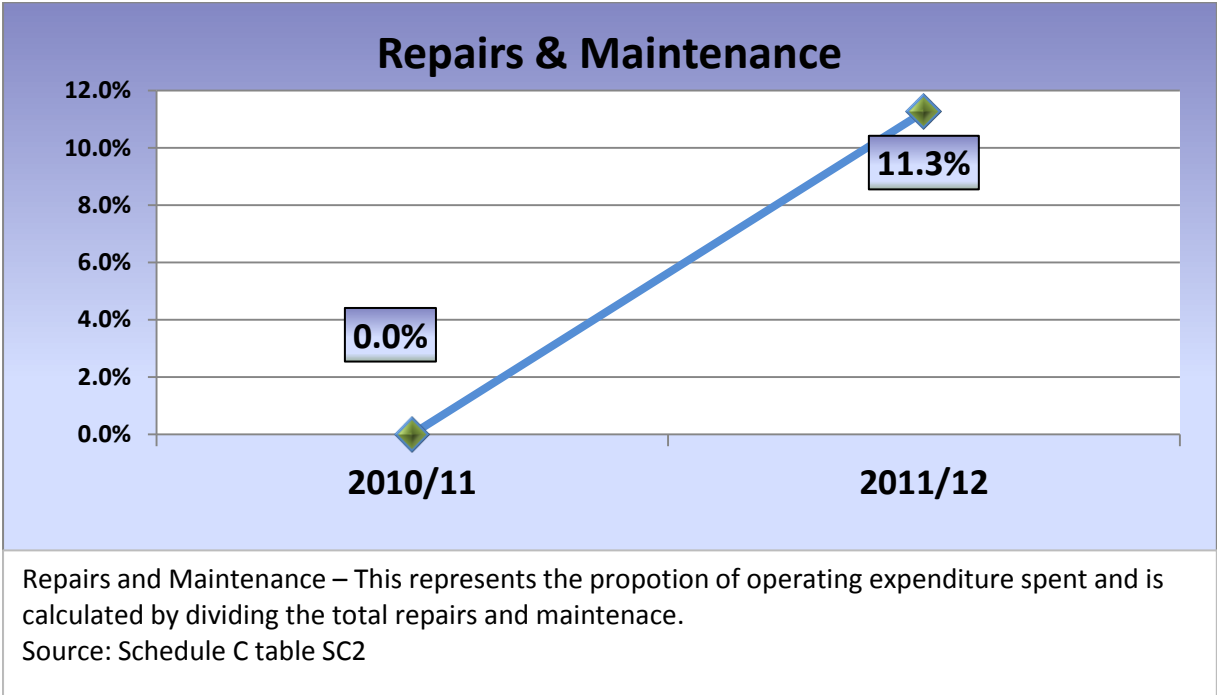
Source: Schedule C Table SC2

## Employee costs



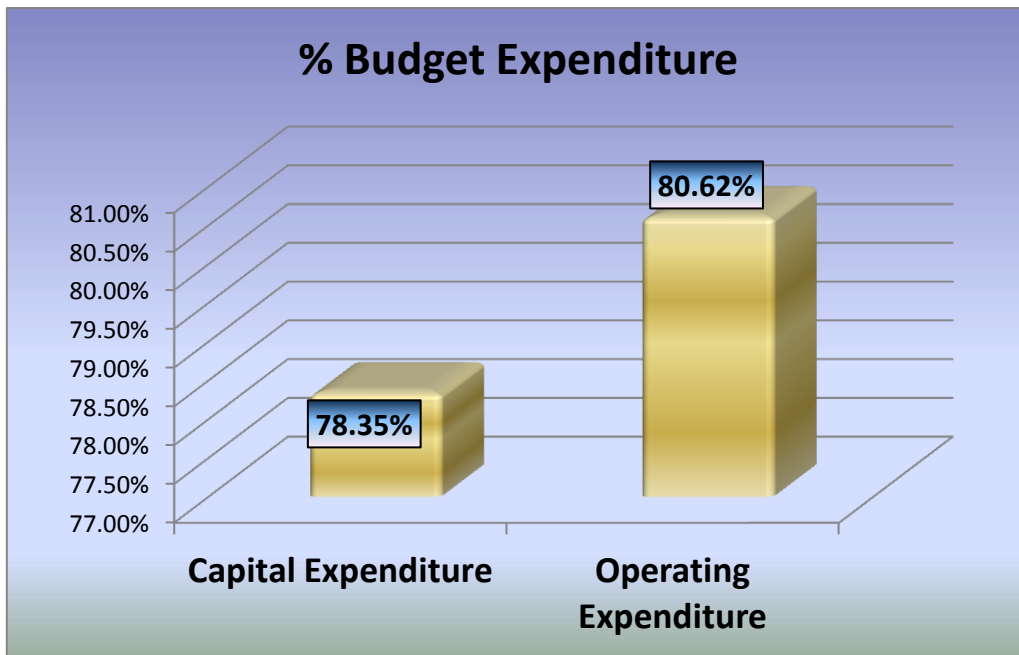
Employee cost – Measures what portion of the revenue was spent on paying employee costs. It is calculated by dividing the total employee cost by the difference between total revenue and capital revenue.

Source: Schedule C Table SC2



***COMPONENT B: SPENDING AGAINST CAPITAL BUDGET***

**4.5 CAPITAL EXPENDITURE**



Source: Schedule C Table C1-Sum



## 4.6 SOURCES OF FINANCE

Capital Expenditure - Funding Sources 2010/11 - 2011/12						
R' 000						
Details	2010/11	2011/12				
	Actual	Original Budget (OB)	Adjustment Budget	Actual	Adjustment to OB Variance (%)	Actual to OB Variance (%)
<b>Source of finance</b>						
National Government	218 855	643 229	168 013	131 638	-388.64%	-27.63%
Provincial Government	-	131 000	-	-		
District Municipality	-	-	-	-		
Other transfers and grants	-	-	-	-		
<b>Transfers recognised - capital</b>	<b>218 855</b>	<b>774 229</b>	<b>168 013</b>	<b>131 638</b>	<b>-488.15%</b>	<b>-27.63%</b>
Public contributions & donations	-	-	-	-		
Borrowing	-	-	-	-		
Internally generated funds	144 631	200 199	-	-		
<b>Total</b>	<b>363 485 803</b>	<b>974 427 739</b>	<b>336 025 066</b>	<b>263 275 038</b>	<b>-270.12%</b>	<b>-27.63%</b>
<b>Percentage of finance</b>						
Transfers recognised - capital	60.2%	79.5%	50.0%	50.0%	-58.91%	0.00%
Public contributions & donations	0.0%	0.0%	0.0%	0.0%		
Borrowing	0.0%	0.0%	0.0%	0.0%		
Internally generated funds	39.8%	20.5%	0.0%	0.0%		

Capital expenditure						
<b>Governance and administration</b>	<b>4 900</b>	<b>7 450</b>	<b>26 742</b>	<b>16 823</b>	<b>55.72%</b>	<b>-58.96%</b>
Executive and council	1 517	-	-	-		
Budget and treasury office	1 988	7 450	6 750	64	-11456.86%	-10370.98%
Corporate services	1 395	-	19 992	16 758	100.00%	-19.30%
<b>Community and public safety</b>	<b>7 874</b>	<b>10 791</b>	<b>2 710</b>	<b>1 890</b>	<b>-470.96%</b>	<b>-43.39%</b>
Community and social services	7 874	-	-	-		
Sport and recreation	-	-	-	-		
Public safety	-	4 110	2 710	1 890	-117.46%	-43.39%
Housing	-	-	-	-		
Health	-	6 681	-	-		
<b>Economic and environmental services</b>	<b>53</b>	<b>98 650</b>	<b>146</b>	<b>(1 841)</b>	<b>5458.55%</b>	<b>107.94%</b>
Planning and development	53	650	146	(1 841)	135.31%	107.94%
Road transport	-	98 000	-	-		
Environmental protection	-	-	-	-		
<b>Trading services</b>	<b>350 659</b>	<b>768 347</b>	<b>138 414</b>	<b>114 766</b>	<b>-569.49%</b>	<b>-20.61%</b>
Electricity	-	15 300	-	-		



Capital Expenditure - Funding Sources 2010/11 - 2011/12							
							R' 000
Details		2010/11	2011/12				
		Actual	Original Budget (OB)	Adjustment Budget	Actual	Adjustment to OB Variance (%)	Actual to OB Variance (%)
	Water	350 659	753 047	138 414	114 766	-556.16%	-20.61%
	Waste water management	-	-	-	-		
	Waste management	-	-	-	-		
	<i>Other</i>		89 190	-	-		
<b>Total</b>		<b>363 486</b>	<b>974 428</b>	<b>168 013</b>	<b>131 638</b>	<b>-640.24%</b>	<b>-27.63%</b>
<i>Percentage of expenditure</i>							
	<i>Governance and administration</i>	1.3%	0.8%	15.9%	12.8%	94.02%	-24.55%
	<i>Community and public safety</i>	2.2%	1.1%	1.6%	1.4%	22.87%	-12.34%
	<i>Economic and environmental services</i>	0.0%	10.1%	0.1%	-1.4%	823.90%	106.22%
	<i>Trading services</i>	96.5%	78.9%	82.4%	87.2%	9.56%	5.51%
	<i>Other</i>	0.0%	9.2%	0.0%	0.0%		
Source Schedule C Table C5-CAPEX							T5.6.1



## 4.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Capital Expenditure of 5 largest projects*						R' 000
Name of Project	Current Year			Variance Current Year		
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)	
P_48 - Borehole Development	R 20 000 000.00	R 20 000 000.00	R 39 853 587.46	50%	50%	
P_11 - Nwamitwa MPCC	R 17 000 000.00	R 17 000 000.00	R 13 713 718.27	-24%	-24%	
P_39- Giyani System N (Mapuve & Bulk main to Siyandani)	R 15 000 000.00	R 15 000 000.00	R 7 875 395.96	-90%	-90%	
P_26 - Dav Village to Nkowankowa	R 4 000 000.00	R 4 000 000.00	R 7 299 281.91	45%	45%	
P_30 - Thabina to Maake	R 9 000 000.00	R 9 000 000.00	R 6 885 629.23	-31%	-31%	

\* Projects with the highest capital expenditure in 2011/12

Name of Project - A	P_48 - Borehole Development
Objective of Project	
Delays	5% Progress
Future Challenges	
Anticipated citizen benefits	

Name of Project - B	P_11 - Nwamitwa MPCC
Objective of Project	
Delays	87% progress. The main building and fencing have been completed. Outstanding works are the pavement of the surrounding area, pending the demolishing of the old building. Greater Tzaneen Municipality offered to do the demolishing of the building.
Future Challenges	
Anticipated citizen benefits	

Name of Project - C	P_39- Giyani System N (Mapuve & Bulk main to Siyandani)
Objective of Project	
Delays	97% progress. Contractor busy with the testing of pipes. Remaining project scope to be completed in the 2012/13 financial year.
Future Challenges	
Anticipated citizen benefits	

Name of Project - D	P_26 - Dav Village to Nkowankowa
Objective of Project	
Delays	Project on target with Phase of the project completed (2.5km)
Future Challenges	
Anticipated citizen benefits	

Name of Project - E	P_30 - Thabina to Maake
Objective of Project	
Delays	68% progress. The contractor is on site and project progressing. Contractor completed the selected layer and currently busy with the sub-base layer.
Future Challenges	
Anticipated citizen benefits	



## COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

### 4.8 CASH FLOW

#### Mopani District Municipality

Annual Financial Statements for the year ended 30 June 2012

#### Cash Flow Statement

Figures in Rand	Note(s)	2012	2011
<b>Cash flows from operating activities</b>			
<b>Receipts</b>			
Grants		826,665,700	693,566,014
Interest income		1,045,363	7,997,089
Other receipts		5,829,367	7,203,380
		<b>833,540,430</b>	<b>708,766,483</b>
<b>Payments</b>			
Employee costs		(215,842,758)	(200,041,676)
Suppliers		(399,499,849)	(355,594,521)
Finance costs		(357,353)	(147,364)
Other payments		(2,249,503)	(31,613,129)
		<b>(617,949,463)</b>	<b>(587,396,690)</b>
<b>Net cash flows from operating activities</b>	<b>35</b>	<b>215,590,967</b>	<b>121,369,793</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	2	(66,014,536)	(172,452,628)
Proceeds from sale of property, plant and equipment	2	26,267	987,566
Purchase of other intangible assets	3	(167,150)	-
Proceeds from sale of other intangible assets	3	(26,267)	(7,227)
Proceeds from sale of financial assets		(10,339,052)	-
Other non-cash movements		(31,636,617)	(196,451,168)
<b>Net cash flows from investing activities</b>		<b>(108,157,355)</b>	<b>(367,923,457)</b>
<b>Cash flows from financing activities</b>			
Repayment of other financial liabilities		307,879	(369,213)
Finance lease payments		(1,719,576)	809,493
<b>Net cash flows from financing activities</b>		<b>(1,411,697)</b>	<b>440,280</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>106,021,915</b>	<b>(246,113,384)</b>
Cash and cash equivalents at the beginning of the year		(102,792,631)	143,320,753
<b>Cash and cash equivalents at the end of the year</b>	<b>9</b>	<b>3,229,284</b>	<b>(102,792,631)</b>

Source: AFS



## 4.9 GRAP COMPLIANCE

### GRAP COMPLIANCE

The annual financial statements have been prepared in accordance with Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board. The annual financial statements are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

A summary of the significant accounting policies, which have been consistently applied, are disclosed below.

- 1.1 Significant judgements and sources of estimation uncertainty
- 1.2 Property, plant and equipment
- 1.3 Intangible assets
- 1.4 Financial instruments
- 1.5 Taxation
- 1.6 Leases
- 1.7 Inventories
- 1.8 Non-current assets held for sale and disposal groups
- 1.9 Impairment of cash-generating assets
- 1.10 Share capital / contributed capital
- 1.11 Employee benefits
- 1.12 Provisions and contingencies
- 1.13 Revenue from exchange transactions
- 1.14 Borrowing costs
- 1.15 Unauthorised expenditure
- 1.16 Fruitless and wasteful expenditure
- 1.17 Irregular expenditure

Source: AFS





## **REPORT OF THE AUDITOR-GENERAL TO THE PROVINCIAL LEGISLATURE AND THE COUNCIL ON MOPANI DISTRICT MUNICIPALITY**

### **REPORT ON THE FINANCIAL STATEMENTS**

#### **Introduction**

1. I was engaged to audit the financial statements of the Mopani District Municipality, set out on pages xx to xx, which comprise the statement of financial position as at 30 June 2012, the statements of financial performance, changes in net assets and cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

#### **Accounting Officer's responsibility for the financial statements**

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA), the Division of Revenue Act, 2011 (Act No. 6 of 2011) (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.

#### **Auditor-General's responsibility**

3. My responsibility is to express an opinion on the financial statements based on conducting the audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the *General Notice* issued in terms thereof and International Standards on Auditing. Because of the matters described in the Basis for disclaimer of opinion paragraphs, I was unable to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion.

#### **Basis for disclaimer of opinion**

##### **Revenue**

4. The district municipality in its capacity as principal has entered into an agency agreements with its five local municipalities for the provision of water and sewerage services as agents. There was no system of control over revenue from water services on which I could rely for the purpose of my audit, and there were no satisfactory alternative procedures that I could perform to obtain reasonable assurance that all revenues from water services was properly recorded.
5. Furthermore, I have identified unexplained differences amounting to R14 209 841 between confirmations of billings received from the local municipalities and the amounts recognised in the accounting records of the district municipality. Consequently, I was unable to obtain sufficient appropriate audit evidence to satisfy myself as to the completeness and accuracy of water revenue of R153 662 393 (2011: R142 322 389).

##### **Receivables**



6. There was no system of control over receivables from water services on which I could rely for the purpose of my audit, and there were no satisfactory alternative procedures that I could perform to obtain reasonable assurance that all receivables from water services was accurately and completely recorded. The municipality's records did not permit the application of alternative audit procedures. Consequently, I was unable to determine whether any adjustments to the accounts receivable balance of R290 714 049 (2011: R305 405 130) in the financial statements was necessary.
7. Included in receivables from exchange transactions balance is an amount of R13 116 895 due from an entity. However, the entity has confirmed that there are no amounts owed to the municipality. The municipality could not provide an explanation or supporting documentation for the difference of R13 116 895. The municipality's records did not permit the application of alternative audit procedures regarding the amount receivable from the entity. Consequently, I was unable to determine whether any adjustments to the accounts receivable balance of R297 736 842 (2011: 352 783 989) in the financial statements was necessary.
8. International Accounting Standards 39, *Financial Instruments, recognition and measurement*, requires an entity to assess at the end of each reporting period whether there is any objective evidence that a financial asset or group of financial assets are impaired. The municipality did not assess whether there was objective evidence that receivables are impaired. The municipality provided for impairment on all debtors outstanding for more than 12 months. Further, the provision for doubtful debts includes debts owed by government departments and public entities. The municipality did not take into account different categories of debtors for the purposes of impairment.  
  
Consequently, I was unable to determine whether any adjustments to the accounts receivable balance of R290 714 049 (2011: R305 405 130) in the financial statements was necessary.

### **Expenditure**

9. The municipality could not provide sufficient appropriate audit evidence to support journal entries of R37 989 965 recorded in total expenditure. There were no satisfactory alternative procedures that I could perform to obtain reasonable assurance that all expenses were properly recorded. Consequently, I could not satisfy myself as to accuracy and occurrence of expenditure amounting to R37 989 965 and its related obligation and valuation on payables.

### **Trade and other payables**

10. An amount of R8 466 220 related to water services was confirmed as payable by a local municipality. However, this amount is not included in trade and other payables balance of R364 343 145 as disclosed in note 14 to the financial statements. The municipality could not provide sufficient appropriate audit evidence to confirm that the amount noted above is recorded in the accounting records. The municipality's records did not permit the application of alternative audit procedures. Consequently, I was unable to determine whether any adjustment relating to accounts payable in the financial statements was necessary.
11. As stated in note 14 to the financial statements, is an amount of R4 849 275 is received in advance from consumers. The municipality could not provide me with sufficient appropriate audit evidence to support this balance. The municipality's records did not permit the application of alternative audit procedures. Consequently, I was unable to determine whether any adjustment relating to payments received in advance in the financial statements was necessary.



12. As disclosed in note 14 to the financial statements, an amount of R22 870 319 pertains to leave pay. The amount was not split into long-term and short-term obligation to indicate the difference in uncertainties in the amounts and timing of the pay out of the leave pay. The municipality's records did not permit the application of alternative audit procedures. Consequently, I was unable to determine whether any adjustment relating to the accounts payable and provision balances in the financial statements was necessary.



### **Property, plant and equipment / movable and immovable assets**

13. The municipality did not review the residual values and useful lives of assets on an annual basis as required by Standard of GRAP, GRAP 17, *Property, plant and equipment* (PPE). The municipality's records did not permit the application of alternative audit procedures. Consequently, I could not satisfy myself as to the appropriate valuation of the PPE balance of R1 853 265 718.
14. As stated in note 2 to the financial statements, the accumulated depreciation on PPE amounts to R437 100 272. However, a difference of R24 499 323 was noted between the accumulated depreciation balance as per note 2 to the financial statements and the accumulated depreciation balance recalculated based on the underlying records. The entity could not provide an explanation or supporting documentation for the difference noted above. The municipality's records did not permit the application of alternative audit procedures. Consequently, I did not obtain sufficient appropriate audit evidence to satisfy myself as to the valuation and allocation of PPE balance of R1 853 265 718.

### **Irregular expenditure**

15. No system was in place for the identification and recognition of irregular expenditure and there were no satisfactory alternative audit procedures that I could perform to obtain reasonable assurance that all irregular expenditure was properly recorded. Payments amounting to R124 365 606 were made in contravention of the supply chain management regulations. The amount was not included in irregular expenditure, disclosed in note 42 to the financial statements. Consequently, I was unable to obtain sufficient appropriate audit evidence to satisfy myself as to the completeness of irregular expenditure as disclosed in note 42 to the financial statements amounting to R152 470 478.

### **Unauthorised expenditure**

16. Expenditure amounting to R112 729 680 were incurred in excess of the approved budget and in contravention to MFMA. The amount was not included in unauthorised expenditure disclosed in note 40 to the financial statements. I have further noted that there is a material amount of unspent conditional grants at year end which are not sufficiently covered by cash and investments. Consequently, I was unable to obtain sufficient appropriate audit evidence to satisfy myself as to the completeness of unauthorised expenditure as disclosed in note 40 to the financial statements amounting to R209 045 577.

### **Contingent Liabilities**

17. The municipality disclosed an amount of R32 987 233 in respect of contingent liabilities in note 37 to the financial statements. The municipality could not provide supporting documentation for this amount. Further, I have identified unexplained differences between the confirmations received from third parties and the amounts disclosed in the financial statements. The municipality's records did not permit the application of alternative audit procedures. Consequently, I could not satisfy myself as to accuracy and completeness of the amount of contingencies disclosed in note 37 to the financial statements amounting to R32 787 233.



### **Cash flow statement**

18. Presentation of a cash flow statement, summarising the municipality's operating, investing and financing activities, is required by SA standards of GRAP 2, *Cash Flow statements*. An amount of R31 636 617 relating to non-cash flow items have been disclosed in the cash flow statements. The municipality could not provide an explanation for including non-cash items in the cash flow statements. The municipality's records did not permit the application of alternative audit procedures. Consequently, I could not satisfy myself as to accuracy and completeness of the net cash flows from investing activities disclosed in the cash flow statements.

### **Accumulated surplus**

19. The comparative balance of restated accumulated surplus of R1 811 725 365 as disclosed in the Statement of Changes in Net Assets does not agree to the recalculated balance of R1 872 942 082 per the underlying accounting records. The entity could not provide an explanation or supporting documentation for the difference of R61 216 717 between the financial statements and the underlying accounting records. Due to the difference of R61 216 717 as noted above, the current year closing accumulated surplus of R1 818 040 978, per the Statement of Changes in Net Assets also does not agree to the balance of R1 879 257 695 per the underlying records. Consequently, I could not satisfy myself as to accuracy and completeness of statement of changes in net assets.

### **Presentation and disclosure of financial statements**

20. SA Standards of GRAP 1, *Presentation of Financial Statements*, paragraph .19 (b) and (c) requires that financial statements should provide information, including accounting policies, presented in a manner which is relevant, reliable, comparable and understandable. Further it states that, additional disclosures should be made when compliance with the specific requirements in Standards of GRAP are insufficient to enable users to understand the impact of particular transactions, other events and conditions on the entity's financial position and financial performance. The following non compliances with regard to GRAP 1 were identified which were inadequate for the fair presentation of the financial statements:

- International Financial Reporting Standards, IFRS 7 disclosures with regard to financial risk management was not disclosed.
- Various SA Standards of GRAP 1 non compliances in the accounting policies with regard to the accounting treatment of balances disclosed in the financial statements.
- The note to the financial statements on inventory was not compliant with the disclosures requirements of SA Standards of GRAP 12, *Inventory*, paragraph 47.
- An impairment of R27 113 084 has been disclosed in Note 6 to financial statements, however, the narration pertaining to this impairment have not been disclosed.

### **Distribution losses**

21. Section 125 (2) (d) (i) of the MFMA requires that the notes to the annual financial statements of a municipality must disclose the particulars of any material losses. Contrary to these requirements, the municipality did not disclose the water distribution losses as required by the MFMA.



### **Disclaimer of Opinion**

22. Because of the significance of the matters described in the Basis for disclaimer of opinion paragraphs, I have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion. Accordingly, I do not express an opinion on the financial statements.

### **Emphasis of matters**

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

### **Restatement of corresponding figures**

23. As disclosed in note 39 to the financial statements, the corresponding figures for 2011 have been restated as a result of an error discovered during 2012 in the financial statements of the entity, and for the year ended, 2011

### **Additional matter**

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

### **Unaudited supplementary schedules**

24. 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 thereof.

## **REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS**

25. In accordance with the PAA and the *General Notice* issued in terms thereof, I report the following findings relevant to performance against predetermined objectives, compliance with laws and regulations and internal control, but not for the purpose of expressing an opinion.

### **Predetermined objectives**

26. I performed procedures to obtain evidence about the usefulness and reliability of the information in the annual performance report as set out on pages ... to ... of the annual report.
27. The reported performance against predetermined objectives was evaluated against the overall criteria of usefulness and reliability. The usefulness of information in the annual performance report relates to whether it is presented in accordance with the National Treasury annual reporting principles and whether the reported performance is consistent with the planned objectives. The usefulness of information further relates to whether indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the *National Treasury Framework for managing programme performance information*.
28. The reliability of the information in respect of the selected objectives is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).



The material findings are as follows:

## **Usefulness of information**

### **Presentation**

#### **Measures taken to improve performance not disclosed**

29. Improvement measures in the annual performance report for a total of 100% of the planned targets not achieved were not disclosed as required by section 46 of the MSA. This was due to inadequate internal policies and procedures over the processes pertaining to the reporting of performance information.

### **Consistency**

#### **Reported targets not consistent with planned targets**

30. The Municipal Systems Act 2000 (Act No. 32 of 2000), (MSA), section 41(c) for municipalities requires that the integrated development plan should form the basis for the annual report, therefore requiring the consistency of targets, between planning and reporting documents. A total of 29% of the reported targets are not consistent with the targets as per the approved integrated development plan. This is due to the lack of review and adequate monitoring of planned targets against actual achieved targets by management and internal audit.

### **Measurability**

#### **Performance indicators not verifiable**

31. The National Treasury *Framework for managing programme performance information* (FMPPI) requires that it must be possible to validate the processes and systems that produce the indicator. A total of 42% of the indicators relevant to provide safe and clean water and develop and maintain infrastructure were not verifiable in that valid processes and systems that produce the information on actual performance did not exist. This was due to the lack of key controls in the relevant systems of collection, collation, verification and storage of actual performance information.

#### **Performance targets are not specific**

32. The National Treasury FMPPI requires that performance targets be specific in clearly identifying the nature and required level of performance. A total of 33% of the targets relevant to provide safe and clean water and develop and maintain infrastructure were not specific in clearly identifying the nature and the required level of performance. This was due to the fact management was aware of the requirements of the FMPPI but did not receive the necessary training to enable application of the principles.

## **Reliability of information**

### **Validity Accuracy and Completeness**

#### **Reported indicators not supported by sufficient appropriate evidence (validity, accuracy and completeness)**

33. The National Treasury *Framework for managing programme performance information* (FMPPI) requires that documentation addressing the systems and processes for identifying, collecting, collating, verifying and storing information be properly maintained. The municipality could not provide sufficient appropriate evidence to support the actual performance levels for the selected development priorities.







### **Compliance with laws and regulations**

34. I performed procedures to obtain evidence that the entity has complied with applicable laws and regulations regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key applicable laws and regulations as set out in the *General Notice* issued in terms of the PAA are as follows:

### **Annual financial statements, performance and annual report**

35. 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.
36. The annual performance report for the year under review does not include a comparison with the previous financial year and measures taken to improve performance, as required by section 46 (1)(b)(c) of the MSA.

### **Human Resource management and compensation**

37. The competencies of financial and supply chain management officials were not assessed promptly in order to identify and address gaps in competency levels as required by the Municipal Regulations on Minimum Competency Levels regulation 13.
38. The municipality did not submit a report on compliance with prescribed competency levels to the National Treasury and relevant provincial treasury as required by the Municipal Regulations on Minimum Competency Levels reg14(2)(a).
39. The annual report of the municipality did not reflect information on compliance with prescribed minimum competencies as required by the Municipal Regulations on Minimum Competency Levels reg14(2)(b).

### **Expenditure management**

40. Money owing by the municipality was not always paid within 30 days of receiving an invoice or statement, as required by section 65(2)(e) of the MFMA.
41. An effective system of expenditure control, including procedures for the approval, authorisation, withdrawal and payment of funds, was not in place as required by section 65(2)(a) of the MFMA.
42. An adequate management, accounting and information system was not in place which recognised expenditure when it was incurred, accounted for creditors, accounted for payments made, as required by section 65(2)(b) of the MFMA.
43. The accounting officer did not take effective steps to prevent unauthorised expenditure, irregular expenditure and fruitless and wasteful expenditure, as required by section 62(1)(d) of the MFMA.
44. Irregular, fruitless and wasteful expenditure was not recovered from the liable person, as required by section 32(2) of the MFMA.

### **Revenue management**

45. An adequate management, accounting and information system was not in place which recognised revenue when it was earned, accounted for debtors and accounted for receipts of revenue, as required by section 64(2)(e) of the MFMA.



46. Revenue due to the municipality was not calculated on a monthly basis, as required by section 64(2)(b) of the MFMA.



### **Procurement and contract management**

47. 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 regulation 16(b) and 17(b).
48. Bid adjudication was not always done by committees which were composed in accordance with SCM regulation 29(2).
49. Contracts were awarded to bidders who did not submit a declaration on whether they are employed by the state or connected to any person employed by the state, as required by SCM regulation 13(c).
50. Awards were made to providers who are persons in service of other state institutions or whose directors/ principal shareholders are persons in service of other state institutions, in contravention of SCM regulations 44. Similar awards were identified in the prior year and no effective steps were taken to prevent or combat the abuse of the SCM process in accordance with SCM regulation 38(1).
51. Goods and services of a transaction value above R200 000 were procured without inviting competitive bids, as required by SCM regulation 19(a). Deviations were approved by the accounting officer even though it was not impractical to invite competitive bids, in contravention of SCM regulation 36(1).
52. Construction projects were not always registered with the Construction Industry Development Board (CIDB), as required by section 22 of the CIDB Act and CIDB regulation 18.

### **Asset management**

53. The accounting officer did not take all reasonable steps to ensure that the municipality had and maintained a management, accounting and information system which accounts for the assets of the municipality as required by section 63(2)(a) of the MFMA.

### **VAT**

54. VAT on water related transactions were incorrectly accounted for in the records of the local municipalities and therefore non-compliance to section 54 of the Value Added Tax Act.

### **INTERNAL CONTROL**

55. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with laws and regulations. The matters reported below under the fundamentals of internal control are limited to the significant deficiencies that resulted in the basis for disclaimer of opinion, the findings on the annual performance report and the findings on compliance with laws and regulations included in this report.

### **Leadership**

56. Management does not always appropriately provide the required supervision and review over operations to ensure that the municipality complies with all laws and regulations and appoint the necessary skilled staff members. Action plans were developed, however, they were not fully implemented, hence the recurrence of findings identified in the prior year with regard to asset management and water related transactions not adequately monitored and reconciled frequently





### **Financial and performance management**

57. Lack of technical knowledge and high reliance on consultants with regard to new accounting standards and legislation in most of the directorates in the municipality to adequately perform their functions. These relate to functions such as regular confirmation, existence and reconciliation of assets and water related transactions and implementing accounting guidelines and standards and adhering to stipulations of laws and regulations. This has resulted in the disclaimer opinion received on the submitted financial statements and reported performance on set targets.

### **Governance**

58. Management ineffectiveness in implementing recommendations from internal and external audit did not enable the audit committee to promote accountability and service delivery through evaluating and monitoring responses to risks and providing oversight over the effectiveness of the internal control environment, including financial and performance reporting and compliance with laws and regulations.

*Auditor-General.*

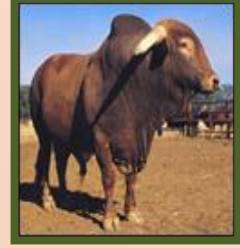
Polokwane

30 November 2012



**AUDITOR - GENERAL  
SOUTH AFRICA**

*Auditing to build public confidence*



# Chapter 5:

Functional Area

# Service Delivery Reporting





This chapter deals with the performance of the functional services reported by Directorate. Performance was measured in terms of KPIs and Projects to give overall scores of how the Directorates performed.

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## **5.1 Office of the Municipal Manager**

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### **5.1.1 Overview**

The Office of the Municipal Manager has the following divisions:

- ▶ Integrated Development Planning
- ▶ Performance Management Coordinator
- ▶ Disaster
  - Disaster Risk Assessment and Reduction
  - Disaster Institutional Capacity, Information Management and Communication
  - Disaster Response and Recovery, Education and Training and Public Awareness
- ▶ Internal Audit
- ▶ The Directorate is being managed by means of scorecards that are aligned to the Municipal strategy, IDP and SDBIP. The Office of the Municipal Manager Scorecard as per the SDBIP is as follows:



## 5.1.2 Performance Measures – Office of the Municipal Manager

The Office of the Municipal Manger was accountable for managing the following Key Performance Indicators and projects:

### KPIs

Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance <sup>6</sup> from Target 11/12	Variance from 10/11 <sup>7</sup>
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
<b>Financial Viability – Become financially viable</b>																					
Budget and Expenditure Management	M_09	Percentage Capital budget actually spent on capital projects identified for financial year i.t.o. IDP	R 131 637 518.90 out of the budget of R 168 012 533.00 was spent.		25.00	3.34	1.00	50.00	12.00	1.00	75.00	59.00	1.63	100.00	78.00	1.63	77.23	100.00	78.00	-22.00	0.77
Budget and Expenditure Management	M_359	Percentage creditors paid within 30 days	All creditors paid within 30 days of receipt of invoice		100.00	90.00	2.83	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
Revenue Management	M_19	Percentage outstanding debtors more than 90 days	All fire services accounts are outstanding, accounts are send to the clients but no payments received.		18.00	0.00	18.00	0.00	5.00	18.00	100.00	1.00	18.00	18.00	3.00	0.00	18.00	18.00	0.00	NA	
<b>Good Governance and Public Participation – Democratic and accountable organisation</b>																					

<sup>6</sup> Variance from Target 11/12 is calculated as follows: Annual Actual 11/12 – Annual Target 11/12

<sup>7</sup> Variance from 10/11 is calculated as follows: Annual Actual 11/12 – Baseline 10/11 Actual





Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance <sup>6</sup> from Target 11/12	Variance from 10/11 <sup>7</sup>
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Cooperative Governance	M_590	Number of Management Lekgotla conducted successfully year to date	One Lekgotla was conducted this year.		50.00		1.00		1.00	1.00	1.00	3.00	1.00	1.00	3.00	0.00	1.00	1.00	0.00	NA	
	M_591	Number of District Municipal Manager Forum meetings held successfully year to date	Four forums have so far been held.				2.00	2.00	3.00	3.00	4.00	4.50	4.00	4.00	3.00	0.00	4.00	4.00	0.00	NA	
Governance and Administration	M_176	Percentage compliance to legislative requirements	We comply with legal requirements at all times	To ensure that all directorates seek legal advice before taking decisions	100.00	120.00	4.33	100.00	100.00	3.00	100.00	1.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00	
	M_177	Anti-corruption action plan related to Directorate developed	The institutional Anti Corruption Plan has been approved by Council.	None			100.00	40.00	1.00	100.00	40.00	1.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA	
	M_178	Percentage Audit Committee decisions related to Directorate implemented	All the Audit Committee resolutions have been attended to.	None	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_179	Risk register related to Directorate reviewed	The divisional risk assessment was reviewed and finalised with the Chief Risk Officer	None	100.00	100.00	3.00	100.00	67.00	5.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11 <sup>7</sup>
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Governance and Administration	M_180	Risk coordinator identified and designated	Miss Tshepiso Mokgola has been identified as a risk coordinator in the Internal Audit Unit	None.	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_181	Audit Charter Developed and approved by Audit Committee	Internal Audit Charter for 2012/13 has been developed and still to be presented to the Audit Committee for approval in the 4th quarter Audit Committee meeting.	Present the Internal Audit charter to Audit Committee for approval.	167.00	100.00	67.00	5.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA		
	M_20	Unqualified audit reports	The Audit Opinion for 10/11 is a Qualification		0.00	100.00	75.00	1.58	100.00	50.00	1.17	100.00	50.00	1.17	100.00	100.00	50.00	-50.00	-50.00		
Monitoring and Evaluation	M_230	Timeous submission of annual report	The Annual Report for 10/11 was timeously submitted		25.00	25.00	3.00	50.00	50.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	0.00	0.00	
<b>Good Governance and Public Participation – Manage through information</b>																					
Information management, Research and development	M_182	Percentage electronic systems that are integrated	Only the financial system and the human resource system are integrated out of a total of six systems.	A meeting to finalise the integration process has been agreed with some of the system owners and what is left is for the data capturing and activation.	50.00	1.00	50.00	0.00	1.00	50.00	50.00	3.00	50.00	20.00	1.00	0.00	50.00	20.00	-30.00	NA	
<b>Local Economic Development – Grow the economy</b>																					



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance <sup>6</sup> from Target 11/12	Variance from 10/11 <sup>7</sup>
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Grow the economy	M_183	Percentage GGP rating	Mining and Community services accounted for more GVA in the district	Encourage level of Entrepreneurship in the district	4.20	3.50	2.73	4.20	3.70	2.81	4.20	4.20	3.00	4.20	4.50	3.12	4.00	4.20	4.50	0.30	0.50
Sustainable Job Creation	M_12	Number jobs created through district wide LED initiatives including capital projects year to date	Jobs were created on Sanitation projects to date. 90 Contractors were appointed	No action to be taken	125.00	1050.00	5.00	225.00	3694.00	5.00	326.00	4569.00	3.09	560.00	1500.00	1.00	1744.00	560.00	1500.00	-5060.00	-244.00
Sustainable Job Creation	M_184	Percentage of required funding secured for implementation of the alternative source of energy study conducted	No budget is allocated for alternative energy	Budget for implementation alternative source of energy will be addressed in the new financial year							50.00	0.00	1.00	100.00	0.00	1.00	0.00	100.00	0.00	-100.00	NA
Sustainable Job Creation	M_185	Percentage of required funding secured to implementation of abattoir study conducted	The business proposition is not feasible as per feasibility studies	Potential investors shall be identified and feasibility study presented for buy in		0.00			0.00		50.00	0.00	1.00	100.00	0.00	1.00	0.00	100.00	0.00	-100.00	NA
Service Delivery – Develop and maintain infrastructure																					



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11 <sup>7</sup>
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Electricity Infrastructure and Services	M_08	Percentage household with access to basic electricity	248 389 out of 275 316 household are electrified. The total backlog of 26 927 includes newly established settlements as well as extensions to the electrified villages. ESKOM is currently busy with electrification of 18 villages in the district to the total of 3 123 households for a tune of R25 143 735.99 and expected to be completed by the end of the current financial year	Planned projects to be executed within planned time frame. More funds required to get rid of the backlog	95.00	89.00	2.89	95.00	89.00	2.89	95.00	90.22	2.91	95.00	90.22	2.91	86.00	95.00	90.22	-4.78	4.22
Sanitation Infrastructure and Services	M_10	Percentage household with access to basic sanitation	Sanitation programme of building VIP units id	To fast tract the implementation of the sanitation programme.	75.00		1.00	76.20	100.00	4.52	77.82	40.00	1.21	78.60	75.00	2.93	75.00	78.60	75.00	-3.60	0.00
Waste Management	M_07	Percentage household with access to basic waste removal	BPM = 66.7; GGM = 35 GLM = 6.9; GTM = 58.4; MLM = 5 MDM = 30%	N/A	50.00	28.81	1.29	60.00	22.00	1.05	70.00	30.00	1.00	75.00	30.00	1.04	48.00	75.00	30.00	-45.00	-18.00



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11 <sup>7</sup>	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score						
Water Infrastructure and Services	M_11	Percentage household with access to basic water	The urban area has constant water supply and constraints for constant supply is in rural areas	Infrastructure development is developing the bulk infrastructure	75.00		1.00	78.00	79.45		80.00	100.00	4.40		85.00	75.00	2.82	72.00	85.00	75.00	-10.00	3.00
<b>Service Delivery – Improve community well-being</b>																						
Disaster Management	M_187	Disaster Management Framework reviewed and approved by Management	The district disaster management framework was approved under council resolution 633 of 2008 dated 3 October 2008. The latest has been submitted for council acknowledgement			167.00		100.00	160.00	5.00	100.00	167.00	5.00	100.00	167.00	5.00	100.00	100.00	167.00	67.00	67.00	
	M_188	Disaster Management Plan reviewed and approved by Management	The disaster management plan was sent for council's acknowledgement and approved under council resolution 92 of 2009 dated 30 September 2009			167.00		100.00	167.00	5.00	100.00	167.00	5.00	100.00	167.00	5.00	100.00	100.00	167.00	67.00	67.00	



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11 <sup>7</sup>
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Poverty Monitoring	M_186	Percentage households that are indigent (Number indigent households / Number households)	The information is reported in terms of the district IDP page 46.		30.00	36.50	4.36	30.00	36.50		29.00	30.00	3.06	29.00	36.50	4.44	36.50	29.00	36.50	7.50	0.00
<b>Service Delivery – Provide clean and safe water</b>																					
Clean and safe water provision	M_189	Blue drop rating	Blue drop assessment comprises of other components in the institution not only water quality.	Establishing a blue drop forum to able to deal with the blue drop issues holistically.	100.00	100.00	1.00	100.00	85.00	2.75	100.00	100.00	3.00	100.00	72.00	1.53	64.00	100.00	72.00	-28.00	8.00
	M_190	Green drop rating	Assessment will be conducted in December 2012	to get the operation standard of the sewage works in high rating	100.00	100.00	1.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	62.00	1.37	52.00	100.00	62.00	-38.00	10.00
<b>Spatial Rationale – Plan for the future</b>																					



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11 <sup>7</sup>
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Integrated Development Planning	M_191	Contributions to the IDP review process	The office is chairing the IDP Steering Committee and does provide leadership during deliberations including making inputs. The units in the Office of the Municipal Manager also make submission at the IDP Technical Committee for discussions at the Steering Committee level.		50.00	40.00	1.67	75.00	100.00	4.56	100.00	100.00	3.00	100.00	100.00	0.00	100.00	100.00	0.00	NA	
	M_192	Timeous adoption of IDP (Percentage progress with the process of finalisation)	IDP was adopted on 31 May 2012 by Council.	N/A	25.00	20.00	1.67	50.00	50.00	3.00	75.00	100.00	4.58	100.00	167.00	5.00	0.00	100.00	167.00	67.00	NA
Integrated Planning	M_592	Number of Strategic Planning workshops held successfully year to date	Strategic planning session was held on 16-18 Nov. 2011 for MDM	In future the date for the Strategic planning session needs to align with that of the IDP Process plan.				1.00	1.00	3.00	1.00	1.00	3.00	1.00	1.00	3.00	0.00	1.00	1.00	0.00	NA



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11 <sup>7</sup>
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Spatial Planning	M_193	Percentage growth points in which capital projects are implemented	MDM has implemented capital projects in only two district growth points out of six(Ndhambi and Nkowankowa)	LED to identify and implement projects in line with the priority needs of the SDF.	50.00	10.00	1.00	50.00	100.00	5.00	60.00	80.00	4.56	60.00	100.00	5.00	0.00	60.00	100.00	40.00	NA
<b>Transformation and Organisational Development – Develop entrepreneurial and intellectual capability</b>																					
Capacity building and Training (HRD)	M_194	Percentage of a budget (salaries budget) actually spent on implementing its workplace skills plan	R617 546.67 out of a budget of R761 065 was spent		1.00	0.49	1.49	1.00	38.00	5.00	1.00	59.00	5.00	1.00	81.00	5.00	0.00	1.00	81.00	80.00	NA
Human Resource Management	M_195	Percentage S57 managers posts filled	Five of eight section 57 employees positions were filled during this month	Fill the positions of the three(3) vacant position	100.00		1.00	100.00	85.00	2.75	100.00	90.00	2.83	100.00	63.00	1.38	0.00	100.00	63.00	-37.00	NA
Human Resource Management	M_196	Inputs on the review of the organogram submitted to Corporate Services by end January	Inputs were received from all Directorates and incorporated into the Draft Organogram awaiting approval by council.	The draft organogram was referred to the Office of Executive Manager for further directive as per agreement.							100.00	80.00	1.67				0.00	100.00	100.00	0.00	NA





Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11 <sup>7</sup>
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_197	Percentage of LLF issues related to Directorate resolved within specified timeframe	If available, all LLF issues are dealt with within the specified time frames	Maintain the standard	100.00	100.00	1.00	100.00	100.00	3.00	100.00	80.00	1.67	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_199	Number of performance reviews and evaluations of the employees within Directorate conducted year to date	PMS still to be cascaded to lower level employees within MDM.	Fill the vacant post of the PMS officer as a matter of urgency							1.00	1.00	3.00	2.00	13.00	5.00	0.00	2.00	13.00	11.00	NA



## Office of the Municipal Manager Projects

Programme	ID	Project	Actual Notes	Corrective Action	Sep 11	Dec 11	Mar 12	Jun 12						
					Activity	Activity	Activity	Activity	Budget	Actual Spent	% Spent	Target	% Complete	Score
<b>Service Delivery – Improve community well-being</b>														
Disaster Management	P_55	Communication Network	Quarterly payment was done for April to May 2012.		25% Progress. Service Provider paid for rental agreement for the quarter.	50% Progress. Service Provider paid for rental agreement for the quarter.	75% Progress. Service Provider paid for rental agreement for the quarter.	100%. Service Provider paid for rental agreement for the quarter.	3 000 000.00	2 150 234.82	71.67	100.00	167.00	5.00
	P_56	Weather Monitoring System	The invoice for the Automatic Rainfall stations been received from the South African Weather Services. Payment will be done in August 2012.		10% Progress. Identification of specifications and develop business plan	25% Progress. Identification of specifications. Advertisement for bid published	75% Progress. Service Provider paid for weather monitoring systems.	100%. Weather Monitoring system operational	500 000.00	567 809.45	113.56	100.00	130.00	3.30
	P_57	Vehicle Tracking system for centre	No payment was done was cut during budget adjustment		Not applicable this quarter	25% Progress. Identification of specifications and develop business plan. Advertisement for bid published	75% Progress. Service Provider paid for vehicle tracking system	100%. Vehicle tracking system operational	300 000.00	0.00	0.00	100.00	0.00	1.00





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## 5.2 Office of the Executive Mayor

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### 5.2.1 Overview

The Office of the Executive Mayor Directorate has the following divisions:

- ▶ Office of the Speaker
- ▶ Office of the Chief Whip
- ▶ Events
- ▶ Youth
- ▶ Gender
- ▶ Disability
- ▶ Communication

The Directorate is being performance managed by means of scorecards that are aligned to the Municipal strategy, IDP and SDBIP. The scorecard is as follows:



## 5.2.2 Performance Measures –Office of the Executive Mayor

The Office of the Executive Mayor was accountable for managing the following Key Performance Indicators and Projects:

### KPIs

Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
<b>Financial Viability – Become financially viable</b>																					
Budget and Expenditure Management	M_131	Percentage operational budget variance per directorate (i.t.o. cashflow projections)	A complete figure will be reflected once the Expenditure report is available	N/A	10.00		0W	10.00		1.00	10.00	10.00	3.00	10.00	10.00	3.00	3.79	10.00	10.00	0.00	6.21
Cooperative Governance	M_132	Percentage of Anti-corruption Forum resolutions implemented	No resolutions for anti-corruption were implemented	The Forum will be coordinated as a matter of urgency	100.00	40.00	1.00	100.00	0.00	1.00	100.00	0.00	1.00	100.00	0.00	1.00	4.00	100.00	0.00	-100.00	-4.00
Fleet Management	M_150	Number of fleet vehicle maintenance reports related to directorate compiled and submitted to B&T	Fleet vehicle maintenance reports for this division is compiled by Budget & Treasury	N/A	3.00		0W	6.00	0.00	0W	9.00	9.00	3.00	12.00	12.00	3.00	0.00	12.00	12.00	0.00	NA
Governance and Administration	M_133	Percentage of AG audit queries related to directorate resolved	All AG audit queries related to this Directorate were resolved	All progress and status of queries is being reported to the Internal Audit Unit		0.00	NA	20.00	100.00	5.00	60.00	60.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_134	Percentage of identified risks addressed per directorate	All identified risks issued to the directorate were addressed	All progress and status of queries is being reported to the Internal Audit Unit	25.00	0.00	0W	50.00	100.00	5.00	75.00	75.00	3.00	100.00	100.00	3.00	20.00	100.00	100.00	0.00	80.00
	M_135	Percentage internal audit queries related to directorate resolved within agreed timeframes	All internal audit queries related to the directorate were resolved with agreed timeframes	All progress and status of queries is being reported to the Internal Audit Unit	100.00	0.00	0W	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	40.00	100.00	100.00	0.00	60.00
	M_136	Percentage Council resolutions related to relevant directorate implemented within specified timeframes	All Council Resolutions related to the relevant directorate were implemented within specified timeframe	N/A	100.00	0.00	0W	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Governance and Administration	M_137	Percentage Executive Management meetings attended and decisions implemented within timeframes	All MANCO Resolutions/Decisions were implemented with timeframes	N/A	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_151	Anti-corruption action plan related to Directorate developed	No Anti-Corruption action plan related to this Directorate	N/A			NA	100.00	0.00	0W	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_152	Percentage Audit Committee decisions related to Directorate implemented	All Audit Committee decisions related to this directorate were implemented	N/A	100.00	0.00	0W	100.00	0.00	0W	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_153	Risk register related to Directorate reviewed	The risk register was reviewed during the second term of the 2011/2012 Financial Year	N/A	100.00	0.00	1.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_154	Risk coordinator identified and designated	Risk Coordinator has been identified and is further assisted on progress	N/A	100.00	0.00	0W	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
Customer Relations Management	M_118	Number complaints acknowledged within 7 working days of receipt / Number complaints received as Percentage	The Unit did not receive any complaints only Financial Request which are attended to	The office of the Executive Mayor receives mainly requests for assistance from members of the public rather than complaints. The office does not have a complaints register.	100.00	0.00	0W	100.00		0W	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Customer Relations Management	M_119	Percentage Presidential hotline queries responded to within 21 days of receipt	The Unit did not receive any complaints. Our office mostly receives Financial request which are attend to	The Presidential Hotline is meant to be administered by the Corporate Services Directorate. The office of the Executive Mayor has never received complaints from the Presidential hotline.	100.00	0.00	0W	100.00		0W	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_120	Percentage Premier hotline queries responded to within 21 days of receipt	The Unit did not receive any complaints	The Premier's Hotline is meant to be administered by the Corporate Services Directorate. The office of the Executive Mayor has never received complaints from the Premiers hotline.	100.00	0.00	0W	100.00		0W	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_155	Communication Strategy reviewed annually	The Communication Strategy has been reviewed annually in line with the IDP & Budget	N/A			NA			NA	100.00	0.00	1.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
Disability Development	M_121	Number District Disability Forum meetings held p.a. (y.t.d.)	4 District Disability Forum Meetings held	N/A	1.00	1.00	3.00	2.00	2.00	3.00	3.00	3.00	3.00	4.00	4.00	3.00	3.00	4.00	4.00	0.00	1.00
Gender Development	M_122	Number SAWID meetings held p.a. (y.t.d.)	4 SAWID Meetings held		1.00		0W	2.00	0.00	1.00	3.00	0.00	1.00	4.00	4.00	3.00	1.00	4.00	4.00	0.00	3.00
	M_123	Number Gender Forum meetings held p.a. (y.t.d.)	4 Gender Forum Meetings held	N/A	1.00	1.00	3.00	2.00	2.00	3.00	3.00	3.00	3.00	4.00	4.00	3.00	1.00	4.00	4.00	0.00	3.00
	M_124	Number Men's Forum meetings held p.a. (y.t.d.)	4 Men's Forum Meetings held	N/A	1.00	1.00	3.00	2.00	2.00	3.00	3.00	3.00	3.00	4.00	4.00	3.00	0.00	4.00	4.00	0.00	NA



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Youth Development	M_125	Number Youth Council meetings held p.a. (y.t.d.)	4 Youth Council Meetings held	N/A	1.00	1.00	3.00	2.00	2.00	3.00	3.00	3.00	3.00	4.00	4.00	3.00	4.00	4.00	4.00	0.00	0.00
	M_126	Number Children's Rights Parliament meetings held p.a. (y.t.d.)	Children's Right it's a once off event yearly and it has been held	KPI needs to be amended as it is a once off event	3.00	1.00	1.00	6.00		0W	9.00	0.00	0W	12.00	0.00	1.00	1.00	12.00	0.00	-12.00	-1.00
Integrated Development Planning	M_156	Contributions to the IDP review process			50.00	50.00	3.00	75.00	75.00	3.00	100.00	100.00	3.00			NA	0.00	100.00	100.00	0.00	NA
Human Resource Management	M_157	Inputs on the review of the organogram submitted to Corporate Services by end January					NA			NA	100.00	100.00	3.00			NA	0.00	100.00	100.00	0.00	NA
	M_158	Percentage of LLF issues related to Directorate resolved within specified timeframe	No outstanding LLF issues related to this Unit were issued	N/A	100.00	100.00	3.00	100.00	100.00	0W	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_159	Number of performance reviews and evaluations of the employees within Directorate conducted year to date	In the office of the Executive Mayor we do not have the Director.	No employee in the office of the Executive Mayor has been reviewed, evaluated nor assessed.			NA			NA	1.00	0.00	0W	2.00	0.00	1.00	0.00	2.00	0.00	-2.00	NA

## Projects

No Capital Projects applicable during 11/12 financial year.





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## 5.3 Community Services

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### 5.3.1 Overview

The Community Services Directorate has the following divisions:

- ▶ Environment Waste
- ▶ Housing
- ▶ Fire Services
- ▶ Sports, Arts and Culture (SPAC)

The Directorate is being performance managed by means of scorecards that are aligned to the Municipal strategy, IDP and SDBIP. The Scorecard is as follows:



### 5.3.2 Performance Measures - Community Services

The Community Services Directorate was accountable for managing the following Key Performance Indicators and projects:

#### KPIs

Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
<b>Financial Viability – Become financially viable</b>																					
Budget and Expenditure Management	M_44	Percentage operational budget variance per directorate (i.t.o. cashflow projections)	Community Services is at 4.95% budget expenditure variance	N/A	10.00	8.60	4.35	10.00	20.76	1.00	10.00	10.00	3.00	10.00	4.95	5.00	10.00	10.00	4.95	-5.05	-5.05
<b>Good Governance and Public Participation – Democratic and accountable organisation</b>																					
Cooperative Governance	M_45	Percentage of Social Cluster resolutions related to MDM implemented within timeframes	13 Resolutions of the Social Cluster Committee meetings were identified and implemented.	No corrective action.	100.00	0.00	1.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	150.00	5.00	90.00	100.00	150.00	50.00	60.00
	M_47	Percentage of District Housing Forum resolutions implemented within timeframes	There were no District Housing meetings held during the reporting period; but attended 02 Provincial Forums on 25 July 2011 and 23 Sept 2011; and also conducted 03 consumer awareness's.		100.00	100.00	3.00	100.00	100.00	3.00	100.00	0.00	1.00	100.00	100.00	3.00	90.00	100.00	100.00	0.00	10.00



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_490	Percentage of Moral Regeneration Forum resolutions related to MDM implemented	There was no Moral Regeneration Forum meetings during the reporting period	N/A	100.00	0.00	1.00	100.00	0.00	1.00	100.00	0.00	1.00	100.00	0.00	1.00	90.00	100.00	0.00	-100.00	-90.00
Fleet Management	M_699	Number of fleet vehicle maintenance reports related to directorate compiled and submitted to B&T	Only 2 vehicles are allocated to the directorate and 38 to fire services (total vehicles allocated is 40). However maintenance thereof is done Budget and Treasury; and they keep all records.	N/A		38.00	NA	6.00	38.00	5.00	9.00	38.00	5.00	12.00	38.00	5.00	0.00	12.00	38.00	26.00	NA
Governance and Administration	M_146	Percentage Council resolutions related to relevant directorate implemented within specified timeframes	All the 6 Council Resolutions identified for the Directorate were addressed effectively.	N/A	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_32	Anti-corruption action plan related to Directorate developed	The Strategy has been developed by Corporate Services, and the Directorate will customise the plan to its settings.	N/A		0.00	NA	100.00	0.00	0W	100.00	0.00	1.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_40	Percentage Audit Committee decisions related to Directorate implemented	All the 5 AC decisions identified for the Directorate were completely addressed.	N/A	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_41	Risk register related to Directorate reviewed	12 Risks related to the Directorate were reviewed with Internal Audit (Risk Officer)	N/A	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	140.00	4.67	0.00	100.00	140.00	40.00	NA
	M_42	Risk coordinator identified and designated	Risk officer, Mudau NR has been identified and coordinating risk issues within the directorate.	N/A	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Governance and Administration	M_48	Percentage of AG audit queries related to directorate resolved	4 AG's and 8 IA's queries were identified for the Directorate from July 2011 to June 2012; and about 75% has been effectively addressed.	N/A		44.00	NA	20.00	22.00	3.17	60.00	100.00	5.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_49	Percentage of identified risks addressed per directorate	12 Risks related to the Directorate were reviewed with Internal Audit (Risk Officer)	N/A	25.00	100.00	5.00	50.00	100.00	5.00	75.00	0.00	1.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_50	Percentage internal audit queries related to directorate resolved within agreed timeframes	Of the 11 Internal Audit queries identified for the Directorate during the reporting period, only 8 were effectively addressed (ie almost 75%).	N/A	100.00	60.00	1.33	100.00	100.00	3.00	100.00	80.00	1.67	100.00	75.00	1.58	100.00	100.00	75.00	-25.00	-25.00
	M_52	Percentage Executive Management meetings attended and decisions implemented within timeframes	27 Resolutions identified by the Executive Committee from July 2011 - June 2012 were effectively implemented; Implementation tool available as POE.	N/A	100.00	100.00	3.00	100.00	100.00	3.00	100.00	0.00	1.00	100.00	165.00	5.00	100.00	100.00	165.00	65.00	65.00
<b>Service Delivery – Develop and maintain infrastructure</b>																					
Housing	M_43	Housing Development plan developed and approved by Management	Housing Plan not yet developed;	Still waiting for the finalisation of the Provincial Housing Strategy, then the plan will be drafted in a way that it aligns to the Strategy.		0.00	NA	100.00	0.00	1.00	100.00	0.00	1.00	100.00	0.00	1.00	0.00	100.00	0.00	-100.00	NA



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_62	Number Housing Beneficiaries workshops held year to date	Addressed 50 beneficiaries at Mageva RDP on 05 June 2012, 60 housing beneficiaries on the 12 June 2012 at Jamela RDP during the Housing Consumer Education Roadshow; 245 people reached out at Babangu/Ndhengeza on the 06 June 2012; and 70 beneficiaries at Section F Giyani; Total beneficiaries 425.	N/A	1.00	0.00	1.00	2.00	0.00	1.00	3.00	0.00	1.00	4.00	4.00	3.00	4.00	4.00	4.00	0.00	0.00
Waste Management	M_61	Percentage local municipalities with legal landfill sites	Three out of five local municipalities, i.e Tzaneen and Maruleng and Phalaborwa are operating on the legal waste disposal sites	Development of Greater Giyani waste disposal site will be executed in the next financial year.	60.00	NA	25.00	75.00	5.00	75.00	40.00	1.19	100.00	60.00	1.33	100.00	100.00	60.00	-40.00	-40.00	
<b>Service Delivery – Effective coordination of public transport systems</b>																					
Public transport	M_46	Integrated Transport plan reviewed and approved by Management	The District Transport forum was held on the 13 April 2012 to discuss the matter of ITP. The District Transport meeting dated 11 May 2012 - Further discussed the reviewing of the ITP. The District Transport Portfolio Meeting - 13 June 2012 - The reviewing of ITP.	The Ass Dir of Roads and Transport was appointed in March 2012. We are now conducting the district Transport Forum to address the reviewing of ITP.	0.00	NA	100.00	0.00	1.00	100.00	0.00	1.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA	



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_51	Percentage incidences of conflict resolved (Number incidences of conflict resolutions facilitated / Number incidences that arise as Percentage)	There were no conflict identified for the sub - directorate	N/A	100.00	0.00	1.00	100.00	100.00	3.00	100.00	40.00	0W	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
<b>Service Delivery – Improve community well-being</b>																					
Community Health	M_162	Number of Health Council Meetings held	There was no meeting held since DHC members were not as yet appointed	A list of nominated members to serve in Council and their CVs was forwarded to the MEC for Health and Social Development for written appointments.	1.00	0.00	1.00	2.00	0.00	1.00	3.00	0.00	1.00	4.00	0.00	1.00	5.00	4.00	0.00	-4.00	-5.00
	M_163	Number of Aids Council meetings held successfully year to date	Five (05) HIV/AIDS meetings and 02 AIDS Council Launching was held as follows: 06 July 2011, 17 August 2011; 08 February 2012, and 14 June 2012 in MDM and 18 June in GLM.	N/A	1.00	0.00	1.00	2.00	2.00	3.00	3.00	1.00	1.00	4.00	7.00	5.00	5.00	4.00	7.00	3.00	2.00
	M_53	Percentage budget spent on HIV and AIDS support ytd		N/A	25.00	8.60	1.00	50.00	0.00	1.00	75.00	0.00	1.00	100.00	100.00	3.00	94.46	100.00	100.00	0.00	5.54
	M_54	Percentage HIV and AIDS ARV sites monitored complying to standards	Of the 10 RV sites monitored, they all comply to the required standards	N/A	100.00	0.00	1.00	100.00	24.60	1.00	100.00	70.00	1.50	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_55	% health complaints resolved (facilitated with relevant department) within 72 hours	Since July 2011 to date, there were no complaints received by the Directorate for referral to the main Department.	N/A	100.00	0.00	1.00	100.00	100.00	3.00	100.00	60.00	1.33	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
Education	M_56	Number of education summit held (ytd)	There was no Summit planned for the current financial year due to budget constraints.	Budget for Summit is in the new financial, ie year 2012/13.			NA		0.00	NA	1.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	-1.00	-1.00	
Environmental Health Management	M_58	Percentage Food control committee resolutions related to MDM implemented within timeframes	There were no food control meetings held during the reporting period; Department of Health is the convener of the meetings.	N/A	100.00		NA	100.00	0.00	1.00	100.00	0.00	0W	100.00	100.00	3.00	95.00	100.00	100.00	0.00	5.00
	M_59	Percentage food outlets complying to standards	Figure not known; the Dept of Health are the one conducting surveillance on food premises; No reports received from the Department during the reporting period.	N/A	100.00	100.00	3.00	100.00	0.00	1.00	100.00	0.00	1.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
Environmental Management	M_63	Number of air quality monitoring stations established year to date	There were no air quality monitoring stations established from July 2011 to date due budget constraints.	Budget proposal has been forwarded for establishing the stations in the next financial		0.00	NA	1.00	0.00	1.00	1.00	0.00	1.00	2.00	0.00	1.00	0.00	2.00	0.00	-2.00	0.00
	M_64	Air quality management framework developed and approved by Management	Air Quality Framework approved by Management.	N/A		0.00	NA	100.00	0.00	1.00	100.00	70.00	1.50	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_65	Baseline Air quality assessment conducted	Base line assessment was conducted by the Air Quality Officer.	The community survey is being conducted in order to pave the way for proper baseline assessment when the sampling equipment is purchased; progress is almost at 80%		0.00	NA	100.00	0.00	1.00	100.00	60.00	1.33	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_66	Emission inventory developed and approved by Management	List of factories which are emitting has been developed from all five local municipalities.	The type and amount of emission produced will be determined using the necessary equipments to be acquired in the next financial year			NA	100.00	0.00	1.00	100.00	0.00	1.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_72	Air quality management system developed and approved by Management	No system developed y.t.d	Air quality management system will be developed based on the emission inventory of which is planned for the next financial year		0.00	NA			NA	100.00	0.00	1.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
Fire Services	M_60	Percentage emergency incidents arrived at within 60 minutes from dispatch	1548 Emergency incidents arrived at within the time frame	Filling of vacant positions and specialised training for fire services personnel	80.00	100.00	4.33	80.00	80.00	3.00	80.00	80.00	3.00	80.00	100.00	4.40	100.00	80.00	100.00	20.00	NA
Sport, Arts and Culture	M_140	Number Sport, arts and culture events coordinated year to date	24 events supported and coordinated during this reporting period.	More personnel to be appointed in the unit.	3.00	8.00	5.00	5.00	5.00	3.00	5.00	10.00	5.00	5.00	24.00	5.00	25.00	5.00	24.00	19.00	-1.00





Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Sport, Arts and Culture	M_143	Number of District Sports Council Meetings convened and attended	8 meetings coordinated and attended during this reporting period from July 2011 to June 2012.	Council's activities should be budgeted.	1.00	2.00	5.00	2.00	0.00	1.00	3.00	5.00	5.00	4.00	8.00	5.00	4.00	4.00	8.00	4.00	4.00
	M_76	Sports management plan developed and approved by Management	The plan was developed and elevated to Management for approval.	No corrective action.		0.00	NA	100.00	0.00	1.00	100.00	0.00	0W	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
<b>Service Delivery – Provide clean and safe water</b>																					
Clean and safe water provision	M_57	Percentage water-borne diseases cases resolved within 72 hours of reporting	There were no water - borne diseases reported for investigation during the reporting period.	N/A	100.00	0.00	1.00	100.00	100.00	3.00	100.00	0.00	1.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
<b>Spatial Rationale – Plan for the future</b>																					
Integrated Development Planning	M_77	Contributions to the IDP review process	The sub - directorate has contributed to all the phases of the IDP process.	N/A	50.00		0W	75.00	75.00	3.00	100.00	100.00	3.00		100.00	NA	0.00	100.00	100.00	0.00	NA
<b>Transformation and Organisational Development – Develop entrepreneurial and intellectual capability</b>																					
Human Resource Management	M_78	Inputs on the review of the organogram submitted to Corporate Services by end January	Inputs for the organogram were submitted to Corporate Services as required.	N/A		100.00	NA		100.00	NA	100.00	100.00	3.00		100.00	NA	0.00	100.00	100.00	0.00	NA
	M_79	Percentage of LLF issues related to Directorate resolved within specified timeframe	The issue of the organisational structure review was done and inputs submitted to Corporate Services as required.	N/A	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_82	Number of performance reviews and evaluations of the employees within Directorate conducted year to date	There were no performance reviews and evaluation conducted for the employees in the sub-directorate	N/A		0.00	NA			NA	1.00	0.00	1.00	2.00	0.00	1.00	0.00	2.00	0.00	-2.00	0.00

## Projects

No Capital projects applicable during 11/12 financial year for this directorate.



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## 5.4 Engineering Services

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### 5.4.1 Overview

The Engineering Services Directorate has the following divisions:

- ▶ Project Management Unit (PMU)
- ▶ Roads & Transport
- ▶ Electricity

The Directorate is being performance managed by means of scorecards that are aligned to the Municipal strategy, IDP and SDBIP. The scorecard is as follows:



## 5.4.2 Key Performance Area –Engineering Services

The Engineering Services Directorate is directly responsible for the following Key Performance Indicators and projects:

### KPIs

Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
<b>Financial Viability – Become financially viable</b>																					
Budget and Expenditure Management	M_103	Percentage operational budget variance per directorate (i.t.o. cashflow projections)	40% as a result of vacancy for Energy Co-ordinator and other allowances	Post for Energy Co-ordinator was advertised and interviews were conducted last month. Appointment is expected soon.	10.00		1.00	10.00	40.00	1.00	10.00		1.00	10.00	10.00	3.00	2.00	10.00	10.00	0.00	8.00
	M_160	Percentage capital budget variance per directorate (i.t.o. cashflow projections)	Apollo lights and Botchabelo Electrification projects are still waiting for appointment of service provider.	Adherence to demand management plan will assist in appointing service providers in time	10.00		1.00	10.00	35.00	1.00	10.00		1.00	10.00	5.00	5.00	0.00	10.00	5.00	-5.00	NA
<b>Good Governance and Public Participation – Democratic and accountable organisation</b>																					
Cooperative Governance	M_104	Percentage of Infrastructure Cluster resolutions related to MDM implemented	All received resolutions have been implemented	N/A	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_105	Percentage of District Technical Task Team resolutions related to MDM implemented within timeframes	All received resolutions have been implemented	N/A	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_106	Percentage of District Energy Forum resolutions related to MDM implemented within timeframes	Resolutions directed to the directorate during the district energy forum are attended within the time-frame.	Resolutions directed to the directorate during the district energy forum are attended within the time-frame.	100.00	100.00	3.00	100.00	90.00	2.83	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
Fleet Management	M_161	Number of fleet vehicle maintenance reports related to directorate compiled and submitted to B&T	Fleet vehicles are issued and maintained by fleet management officer in the office of B&T hence records are compiled and kept there.	Correct information be recorded and submitted to B&T	3.00		0W	6.00	6.00	3.00	9.00	100.00	5.00	12.00	10.00	2.71	0.00	12.00	10.00	-2.00	NA
Governance and Administration	M_107	Percentage of AG audit queries related to directorate resolved	Not applicable for this period.	Not applicable for this period.		100.00	NA	20.00	20.00	3.00	60.00	100.00	5.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_108	Percentage of identified risks addressed per directorate	Risk register was reviewed during the month of October 2011 and approved by the committee.	Adhering to the reviewed risk register. Monitoring and reporting any deviation	25.00	100.00	5.00	50.00	35.00	1.50	75.00	50.00	1.42	100.00	50.00	1.17	90.00	100.00	50.00	-50.00	-40.00



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score						
Governance and Administration	M_109	Percentage internal audit queries related to directorate resolved within agreed timeframes	Audit Committee decisions to be implemented within the specified time frame.	No decisions were directed to the directorate	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	90.00	100.00	100.00	0.00	10.00	
	M_110	Percentage Council resolutions related to relevant directorate implemented within specified timeframes	Not applicable this period	Adhering to council resolutions at all time and within the time-frame.	100.00	100.00	1.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	60.00	100.00	100.00	0.00	40.00	
	M_111	Percentage Executive Management meetings attended and decisions implemented within timeframes	All management committee resolutions related to sub-directorate are implemented within timeframes	To adhere to the cooperate calendar and attend all special management meetings as when is management meetings are taking place.	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00	
	M_164	Anti-corruption action plan related to Directorate developed	Anti-corruption action plan related to sub-directorate not yet developed.	To adhere to the plan		100.00	NA	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA	
	M_165	Percentage Audit Committee decisions related to Directorate implemented	Not applicable this period	Not applicable		100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_166	Risk register related to Directorate reviewed	Risk register was reviewed during the month of October 2011 and approved by the committee.	Adhering to the reviewed risk register. Monitoring and reporting of any deviations.		100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_167	Risk coordinator identified and designated	Mr T Mabulane was appointed as the Risk co-ordinator	Not applicable	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
<b>Local Economic Development – Grow the economy</b>																					
Sustainable Job Creation	M_168	Number jobs created through infrastructure projects (excluding household sanitation) year to date	Delay on implementation of some infrastructure projects affected employment generation	Maximise job creation on current projects and ensure reporting by service providers.		197.00	NA	1 000.00	370.00	1.00	2 000.00	450.00	1.00	3 117.00	450.00	1.00	1594.00	3 117.00	450.00	-2 667.00	-1 144.00
	M_169	Number jobs created through household sanitation year to date	A number of labourers have been employed on site; however reporting has not yet been completed.	Ensure proper reporting and consolidation of the number of jobs created by service providers.		0.00	NA	1 100.00	0.00	1.00	2 100.00	0.00	1.00	3 217.00	3 501.00	3.15	0.00	3 217.00	3 501.00	284.00	NA
Electricity Infrastructure and Services	M_198	Number of houses electrified through MDM initiatives	Most projects are waiting for energisation by Eskom	Not applicable		331.00	NA	331.00	332.00	3.01	485.00	324.00	1.45	485.00	600.00	4.40	154.00	485.00	600.00	115.00	446.00



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_270	Percentage household with access to basic electricity	248 389 out of 275 316 household are electrified. The total backlog of 26 927 includes newly established settlements as well as extensions to the electrified villages. ESKOM is currently busy with electrification of 18 villages in the district to the total of 3 123 households for a tune of R25 143 735.99 and expected to be completed by the end of the current financial year	Planned projects to be executed within planned time frame. More funds required to get rid of the backlog	95.00	89.00	2.89	95.00	100.00	3.09	95.00	248 389.00	5.00	95.00	90.22	2.91	86.00	95.00	90.22	-4.78	4.22
Project Management	M_26	Percentage MIG utilisation	( R 128 324 245.54 / R 263 000 000) MIG expenditure as reported. Delay in appointment of certain project affected the expenditure.	N/A	35.00	16.00	1.24	75.00	16.50	1.00	100.00	18.25	1.00	25.00	49.00	5.00	0.00	100.00	49.00	-51.00	NA





Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Roads Infrastructure and Transport Development	M_116	Number km's of gravel roads upgraded to tar		Demand Management Plan must be adhered to appointment of service providers. Project monitoring and site visits to be improved. More funds are required to fast track upgrading of gravel roads to tar.		0.00	NA		0.00	NA		0.00	NA	15.00	0.80	1.00	6.00	15.00	0.80	-14.20	-5.20
Roads Infrastructure and Transport Development	M_170	Number of km's of gravel roads bladed year to date		Grading programme must be updated on weekly bases in order to manage any deviations at early stage. Enough blades to be ordered. Routine maintenance of graders to be done in-time to prevent long standing period.	390.00	1162.91	5.00	780.00	1914.83	5.00	1170.00	2405.12	5.00	1560.00	3432.47	5.00	0.00	1560.00	3432.47	1872.47	NA
Roads Infrastructure and Transport Development	M_171	Roads master plan developed and approved by Management		Not applicable		0.00	NA	100.00	0.00	0W	100.00	0.00	0W	100.00	0.00	0W	0.00	100.00	0.00	0W	NA
Sanitation Infrastructure and Services	M_480	Number new VIP's constructed year to date	Contractors are on site and most has already completed pit digging and lining. Number of completed to be reconciled after submission of happy letters	Ensure immediate reporting of completed toilets per local municipality		0.00	NA	2143.00	0.00	1.00	6428.00	0.00	1.00	8570.00	9200.00	3.12	9232.00	8570.00	9200.00	630.00	-32.00
Spatial Rationale – Plan for the future																					



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Integrated Development Planning	M_17_2	Contributions to the IDP review process			50.00	100.00	5.00	75.00	50.00	1.44	100.00	100.00	3.00			NA	0.00	100.00	100.00	0.00	NA
<b>Transformation and Organisational Development – Develop entrepreneurial and intellectual capability</b>																					
Human Resource Management	M_17_3	Inputs on the review of the organogram submitted to Corporate Services by end January					NA			NA	100.00	100.00	3.00			NA	0.00	100.00	100.00	0.00	NA
	M_17_4	Percentage of LLF issues related to Directorate resolved within specified timeframe	Not applicable this period	Not applicable	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_17_5	Number of performance reviews and evaluations of the employees within Directorate conducted year to date	Not applicable this period	Not applicable			NA			NA	1.00		1.00	2.00	0.00	1.00	0.00	2.00	0.00	-2.00	NA



## Projects for Engineering Services

Programme	ID	Project	Actual Notes	Corrective Action	Sep 11	Dec 11	Mar 12	Jun 12						
					Activity	Activity	Activity	Activity	Budget	Actual Spent	% Spent	Target	% Complete	Score
<b>Service Delivery – Develop and maintain infrastructure</b>														
Civil Buildings & Stadiums	P_13	Senwamokgope Stadium	Project is being implemented by Greater Letaba Local municipality	N/A	Not applicable this quarter	10% Progress. Tender document, advertisement, tender closure, tender evaluation	40% Progress. Construction and Monitoring	100%. Practical completion, hand over	1 000 000.00	0.00	0.00	100.00	100.00	3.00
	P_14	Kgapane Stadium	Project planned year scope has been completed.	N/A	Not applicable this quarter	40% Progress. Tender document, advertisement, tender closure, tender evaluation	70% Progress. Appointment of contractor, construction commencement	100%. Practical completion, hand over	3 000 000.00			100.00	100.00	3.00
	P_15	Lenyenye Stadium	Planning completed. Implementation to be done in the next year budget.	Advertisement to be done for construction in the 2012/13 budget	10% Progress. Tender document, advertisement, tender closure, tender evaluation	45% Progress. Appointment of contractor, Site hand over, Construction commencement	75% Progress. Construction	100%. Practical completion, hand over	2 000 000.00			100.00	100.00	3.00
Community Facilities	P_16	Closing & Rehabilitation of Disposal Site-GGM	N/A	N/A	Not applicable this quarter	5% Progress. Appointment of service provider, refurbishment	35% Progress. Refurbishment	100%. Refurbishment, Completion	400 000.00	0.00	0.00	100.00	100.00	3.00



Programme	ID	Project	Actual Notes	Corrective Action	Sep 11	Dec 11	Mar 12	Jun 12						
					Activity	Activity	Activity	Activity	Budget	Actual Spent	% Spent	Target	% Complete	Score
	P_17	Development of New Disposal sit-MLM	The main scope of work is complete. Contractor busy with the fencing as per the extended scope of work.	N/A	Not applicable this quarter	15% Progress. Appointment of service provider, Designs, Tendering process, Appointment of Contractor.	35% Progress. Construction	100%. Construction, Completion.	5 600 000.00	939 228.45	16.77	100.00	100.00	3.00
	P_18	Closing & Rehabilitation of Disposal Site-MLM	N/A	N/A	Not applicable this quarter	10% Progress. Appointment of service provider, refurbishment	45% Progress. Refurbishment	100%. Refurbishment, Completion	3 000 000.00	0.00	0.00	100.00	0.00	0W
	P_19	Closing & Rehabilitation of Disposal Site-BPM	N/A	N/A	Not applicable this quarter	10% Progress. Appointment of service provider, refurbishment	40% Progress. Refurbishment	100%. Refurbishment, Completion	5 000 000.00	0.00	0.00	100.00	0.00	0W
	P_20	Closing & Rehabilitation of Disposal Site-GLM	N/A	N/A	Not applicable this quarter	Not applicable this quarter	20% Progress. Appointment of service provider, refurbishment	100%. Refurbishment, Completion	600 000.00	0.00	0.00	100.00	1.50	0W
	P_21	Refurb Rescue Pumper	Project implemented on quotation basis	N/A	Not applicable this quarter	Not applicable this quarter	100%. Appointment of service provider, refurbishment, completion	100%. Appointment of service provider, refurbishment, completion	300 000.00	0.00	0.00	100.00	65.00	0W



Programme	ID	Project	Actual Notes	Corrective Action	Sep 11	Dec 11	Mar 12	Jun 12						
					Activity	Activity	Activity	Activity	Budget	Actual Spent	% Spent	Target	% Complete	Score
Electricity	P_22	Electrification of Botshabelo(GGM)	Project advertised for consultant and awaiting appointment	SCM to process appointment of the consultant	Not applicable this quarter	Not applicable this quarter	40% Progress. Tender advertisement, Tender closing, Tender award, Appointment of contractor, site hand over	100%. Energising the households, Practical hand over.	300 000.00	0.00	0.00	100.00	100.00	3.00
	P_23	Mbamba Mencisi Electrification	Project completed and switched on.	N/A	95% Progress. Electrification	100%. Electrification completed	100%. Project completed	100%. Project completed	14 000 000.00	3 492 447.60	24.95	100.00	100.00	3.00
	P_24	Metz Electrification	Planning completed. Submission made on the turnkey approach	Director Engineering Services to process submission and submit to SCM	Not applicable this quarter	100%. Electrification completed	100%. Households energised, project completed	100%. Households energised, project completed	1 000 000.00	0.00	0.00	100.00	100.00	3.00
Municipal Buildings	P_10	Mopani Municipal Offices	The contractor is on site and currently busy with concrete slab for the second floor. The revised completion date would be the 13 March 2013.	Contractor to submit all the contractual requirements in relation to the revised completion date	Not applicable this quarter	10% Progress. Tender document, advertisement, tender closure, tender evaluation	80% Progress. Construction and Monitoring	100%. Construction and Monitoring	49 039 582.00			100.00	6.00	1.06



Programme	ID	Project	Actual Notes	Corrective Action	Sep 11	Dec 11	Mar 12	Jun 12						
					Activity	Activity	Activity	Activity	Budget	Actual Spent	% Spent	Target	% Complete	Score
	P_11	Nwamitwa MPCC	The main building and fencing have been completed. Outstanding works are the pavement of the surrounding area. Pending the demolishing of the old building.	Greater Tzaneen Municipality offered to do the demolishing of the building.	40% Progress. Construction and Monitoring	60% Progress. Construction and Monitoring	80% Progress. Construction and Monitoring	100%. Practical completion, hand over	17 000 000.00	13 713 718.27	80.67	100.00	87.00	2.87
Recreation Grounds & Sports Centres	P_12	Leretjeng Sports Centre	Planning completed the following stage is the advertisement for procurement of contractor	Advertisement for the contractor to be done for implementation in the 2012/13 budget.	Not applicable this quarter	10% Progress. Tender document, advertisement, tender closure, tender evaluation	20% Progress. Appointment of contractor, construction commencement	100%. Practical completion, hand over	2 000 000.00	33 352.40	1.67	100.00	100.00	3.00
Roads and storm water	P_25	Metz Bismark	Current year phase completed and handed over	N/A	20% Progress. Construction and Monitoring	40% Progress. Construction and Monitoring	80% Progress. Construction and Monitoring	100%. Construction and Monitoring	4 000 000.00	3 104 045.28	77.60	100.00	100.00	3.00



Programme	ID	Project	Actual Notes	Corrective Action	Sep 11	Dec 11	Mar 12	Jun 12						
					Activity	Activity	Activity	Activity	Budget	Actual Spent	% Spent	Target	% Complete	Score
Roads and storm water	P_26	Dav Village to Nkwankowa	Phase 1 of the project completed (2.5km)	N/A	10% Progress. Site establishment, Exposing of services, Earthworks, Installation of sub-soil drainages, road works.	30% Progress. Installation of concrete kerbs & beans, Surfacing of the road, Stone pitching	70% Progress. Installation of road signs, practical completion	100%. Finishing of the site, Completion handover	4 000 000.00	7 299 281.91	182.48	100.00	100.00	3.00
	P_27	Xikukwane Xibulane	The project planning has been completed. Project to be implemented in the 2012-13 budget	Advertise the project for implementation in the 2012/13 budget	15% Progress. Tender advertisement, Tender closing, Tender award	25% Progress. Scoping report, EIA report, Design report approval,	30% Progress. Site hand over meeting, contract design, contractor on site	100%. Date of practical completion, construction completion date, release of retention	4 000 000.00	0.00	0.00	100.00	100.00	3.00
	P_28	Modjadji to Mabele	Contractor on site and busy with the construction of the 1.5km of the road. Project at 50% progress. Road bed completed and starting with the sub-base.	N/A	15% Progress. Advertisement, Briefing session, closing tender	35% Progress. Appointment of service provider	45% Progress. Construction	100%. Practical completion, Hand over	4 000 000.00	932 171.55	23.30	100.00	50.00	1.50



Programme	ID	Project	Actual Notes	Corrective Action	Sep 11	Dec 11	Mar 12	Jun 12						
					Activity	Activity	Activity	Activity	Budget	Actual Spent	% Spent	Target	% Complete	Score
Roads and storm water	P_29	Maseke to Mashishimale	Planning completed. Construction to be done under the 2012/13 budget.	Project advertisement for the appointment of the contractor.	10% Progress. Site establishment, construction of by-passes, clearing & grubbing, earth works, road layer works	25% Progress. Installation of culverts and sub-soil drainage, surfacing of the road, construction of drains, stone pitching, road marking and signs.	45% Progress. Practical completion, finishing of the site, completion hand over, occupation of the site	100%. Practical completion, hand over	4 000 000.00	273 533.26	6.84	100.00	100.00	3.00
	P_30	Thabina to Maake	The contractor is on site and project progressing. Contractor completed the selected layer and currently busy with the sub-base layer.	N/A	20% Progress. Tender advertisement, site inspection, submit evaluation report	45% Progress. Issue appointment letter to the contractor, site handover, construction starting	75% Progress. Practical completion, finishing of the site, completion hand over, occupation of the site	100%. Practical completion, hand over	9 000 000.00	6 885 629.23	76.51	100.00	68.00	2.68
	P_31	Matsotsosela Bridge	Project at 46% progress. Contractor currently busy with the manufacturing of precast beams. Construction to be completed in November 2012	Appointment of contractor was done late which resulted in the delay in implementation. The project has therefore been budgeted for in the next financial year to ensure completion.	30% Progress. Tender advertisement, site inspection, submit evaluation report	65% Progress. Issue appointment letter to the contractor, site handover, construction starting	70% Progress. Construction	100%. Construction	20 000 000.00	309 565.46	1.55	100.00	46.00	1.46





Programme	ID	Project	Actual Notes	Corrective Action	Sep 11	Dec 11	Mar 12	Jun 12						
					Activity	Activity	Activity	Activity	Budget	Actual Spent	% Spent	Target	% Complete	Score
	P_32	Mabulane to Lenokwe Bridge	Contractor completed sealing of about 1.3km. Contractor currently busy with the culverts and piling on the bridge.	Appointment of contractor was done late which resulted in the delay in implementation. The project has therefore been budgeted for in the next financial year to ensure completion.	5% Progress. Finalise design for all works.	25% Progress. Appointment of service provider, contract establishment and piling, site clearance at roads& bridge sites	35% Progress. Bridge foundation, mass earthworks& accommodation of traffic, Bridge columns and pavement layer works	100%. Bridge wing walls and pavement layer works, bridge deck, backfilling behind wing walls and layer stabilisation, roads sign, marking and finishing off the road.	28 000 000.00	3 054 904.23	10.91	100.00	50.00	1.50
	P_33	Sephukubje Bridge	The contractor has done site establishment and currently busy with the setting out of works.	Appointment of contractor was done late which resulted in the delay in implementation. The project has therefore been budgeted for in the next financial year to ensure completion.	10% Progress. Appointment of service provider, contract establishment and piling, site clearance at roads& bridge sites	55% Progress. Bridge foundation, mass earthworks& accommodation of traffic, Bridge columns and pavement layer works	70% Progress. Bridge wing walls and pavement layer works, bridge deck, backfilling behind wing walls and layer stabilisation, roads sign, marking and finishing off the road.	100%. Practical completion, hand over	17 000 000.00	0.00	0.00	100.00	10.00	1.10



Programme	ID	Project	Actual Notes	Corrective Action	Sep 11	Dec 11	Mar 12	Jun 12						
					Activity	Activity	Activity	Activity	Budget	Actual Spent	% Spent	Target	% Complete	Score
	P_34	Sekgopo	Project planning completed. Construction to be started within the next year budget	Ensure advertisement of the project in time for implementation in the 2012/13 budget	10% Progress. Tender document, advertisement, tender closure, tender evaluation	45% Progress. Appointment of service provider, contract establishment and piling, site clearance at roads & bridge sites,	80% Progress. Bridge wing walls and pavement layer works, bridge deck, backfilling behind wing walls and layer stabilisation, roads sign, marking and finishing off the road.	100%. Practical completion, hand over	4 000 000.00	0.00	0.00	100.00	100.00	3.00
Sanitation Infrastructure and Services	P_49	Namakgale Sewage Project	Contractor on site. Project behind schedule. Contractor currently busy with the concrete works.	Engineer requested to provide project turnaround strategy to ensure project completion.	25% Progress. Preliminary & General, Humus Tank, Interconnecting pipes and manholes, refurbishment of existing works	45% Progress. Preliminary & General, Humus Tank, Interconnecting pipes and manholes, refurbishment of existing works	75% Progress. Preliminary & General, Humus Tank, Interconnecting pipes and manholes, refurbishment of existing works	100%. Preliminary & General, Humus Tank, Interconnecting pipes and manholes, refurbishment of existing works	16 400 000.00			100.00	60.00	1.60
	P_50	Mopani household Sanitation	Most contractors have completed. Currently busy with commissioning and collection of happy letters.	All contractors who did not complete in time are in a process of application of extension of times.	10% Progress. Appointment of service provider, contract establishment and site hand over.	55% Progress. Service provider on site, construction of pit latrines	80% Progress. Service provider on site, construction of pit latrines	100%. Practical completion, hand over	60 000 000.00	4 170 719.00	6.95	100.00	75.00	2.75



Programme	ID	Project	Actual Notes	Corrective Action	Sep 11	Dec 11	Mar 12	Jun 12						
					Activity	Activity	Activity	Activity	Budget	Actual Spent	% Spent	Target	% Complete	Score
Sanitation Infrastructure and Services	P_51	Upgrading of Nkwankowa Sewega	The contractor has just been appointed and awaiting site handover.	Appointment of contractor was done late which resulted in the delay in implementation. The project has therefore been budgeted for in the next financial year to ensure completion.	Not applicable this quarter	10% Progress. Tender document, advertisement, tender closure, tender evaluation	45% Progress. Preliminary & General, Humus Tank, Interconnecting pipes and manholes, refurbishment of existing works	100%. Preliminary & General, Humus Tank, Interconnecting pipes and manholes, refurbishment of existing works	7 000 000.00	0.00	0.00	100.00	15.00	0W
	P_52	Upgrading of Phalaborwa Sewage	The project has been advertised, tender closed and awaiting appointment of contractor	SCM to process appointment of the contractor	Not applicable this quarter	25% Progress. Preliminary & General, Humus Tank, Interconnecting pipes and manholes, refurbishment of existing works	70% Progress. Preliminary & General, Humus Tank, Interconnecting pipes and manholes, refurbishment of existing works	100%. Preliminary & General, Humus Tank, Interconnecting pipes and manholes, refurbishment of existing works	9 300 000.00	0.00	0.00	100.00	15.00	0W
	P_53	Lenyenye Sewerage plant	Contractor on site and currently busy with the installation of the rotors and the water tightness tests and the drying beds	Revisiting of project work schedules.	20% Progress. Preliminary & General, Humus Tank, Interconnecting pipes and manholes, refurbishment of existing works	45% Progress. Preliminary & General, Humus Tank, Interconnecting pipes and manholes, refurbishment of existing works	70% Progress. Preliminary & General, Humus Tank, Interconnecting pipes and manholes, refurbishment of existing works	100%. Preliminary & General, Humus Tank, Interconnecting pipes and manholes, refurbishment of existing works	9 500 000.00	3 171 208.03	33.38	100.00	78.00	2.78



Programme	ID	Project	Actual Notes	Corrective Action	Sep 11	Dec 11	Mar 12	Jun 12						
					Activity	Activity	Activity	Activity	Budget	Actual Spent	% Spent	Target	% Complete	Score
	P_54	Upgrading of Giyani Sewage	Contractor on site busy with finishing works. Delay caused by the late delivery of materials.	N/A	Not applicable this quarter	10% Progress. Tender document, advertisement, tender closure, tender evaluation	90% Progress. Preliminary & General, Humus Tank, Interconnecting pipes and manholes, refurbishment of existing works	100%. Preliminary & General, Humus Tank, Interconnecting pipes and manholes, refurbishment of existing works	3 000 000.00	602 100.00	20.07	100.00	98.00	2.98
Water Infrastructure and Services	P_35	Nandoni to Nsami Pipeline(DPLG&H R131m+DWA R54m)	Project on hold due to court interdict	N/A	30% Progress. Appointment of service provider, contract establishment and site hand over.	65% Progress. Pipeline construction, excavation, bedding and backfilling.	80% Progress. Pipeline construction, excavation, bedding and backfilling, pipeline connections. Pipeline testing.	100%. Practical completion, hand over	185 000 000.00			100.00	39.00	0W
	P_36	Mametja Sekororo RWS	The previous engineer has been re-instated in the project. The project has been advertised for contractor appointment.	Project to be implemented in the 2012/13 year	Not applicable this quarter	20% Progress. Drawings and draft tender, Submission of draft tender, Approval of tender document, tender advertisement, site inspection,	75% Progress. Tender award; site handing over, contract sign, and contract on site. Construction.	100%. Practical completion, hand over	64 000 000.00	684 013.16	1.07	100.00	10.00	0W



Programme	ID	Project	Actual Notes	Corrective Action	Sep 11	Dec 11	Mar 12	Jun 12						
					Activity	Activity	Activity	Activity	Budget	Actual Spent	% Spent	Target	% Complete	Score
Water Infrastructure and Services	P_37	Sekgosese Ground Water Dev.Scheme	Project scope for the year implemented and completed	N/A	20% Progress. Site establishment, Excavation	35% Progress. Bedding, laying of pipes, backfilling, compacting, testing, project hand over.	40% Progress. Bedding, laying of pipes, backfilling, compacting, testing, project hand over.	100%. Bedding, laying of pipes, backfilling, compacting, testing, project hand over.	1 500 000.00	1 311 023.55	87.40	100.00	100.00	3.00
	P_38	Giyani Water Works - Extension & Upgrading	The project has been advertised, tender closed and awaiting appointment of contractor	SCM to process appointment of the contractor	15% Progress. Drawings and draft tender, Submission of draft tender, Approval of tender document	40% Progress. Tender advertisement, Site inspection, tender closing,	75% Progress. Tender award, site handing over, contract sign, contract on site.	100%. Practical completion, hand over	40 000 000.00	1 739 910.35	4.35	100.00	10.00	0W
	P_39	Giyani System N (Mapuve & Bulk main to Siyandani)	Contractor busy with the testing of pipes.	Remaining project scope to be completed in the 2012/13 financial year.	20% Progress. Drawings and draft tender, Submission of draft tender, Approval of tender document	55% Progress. Tender advertisement, Site inspection, tender closing,	80% Progress. Tender award, site handing over, contract sign, contract on site.	100%. Practical completion, hand over	15 000 000.00	7 875 395.96	52.50	100.00	97.00	2.97
	P_40	Sefotse-Ditshosine-Ramatlatsi Bulk line	Project scope for the year implemented and completed	N/A	15% Progress. Drawings and draft tender, Submission of draft tender, Approval of tender document	45% Progress. Tender advertisement, Site inspection, tender closing, Tender award, site hand over, contract on site	75% Progress. Excavation, bedding, back filling, Pipeline testing	100%. Practical completion, hand over	5 000 000.00	4 262 185.68	85.24	100.00	100.00	3.00



Programme	ID	Project	Actual Notes	Corrective Action	Sep 11	Dec 11	Mar 12	Jun 12						
					Activity	Activity	Activity	Activity	Budget	Actual Spent	% Spent	Target	% Complete	Score
Water Infrastructure and Services	P_41	Upgrading of Thapane Water Scheme	Planning completed. Project to be implemented in the 2012/13 budget	Ensure advertisement for the contractor	5% Progress. Drawings and draft tender, Submission of draft tender, Approval of tender document	15% Progress. Tender advertisement, Site inspection, tender closing,	55% Progress. Tender award; site handing over, contract sign, and contract on site.	100%. Practical completion, hand over	10 000 000.00	456 705.39	4.57	100.00	20.00	0W
	P_42	Rising main from Nkambako WTP to Babanana	Project combined with the Upgrading of the plant and implemented through DWA construction team. Site just been handed over to contractor.	Ensure monitoring of works during construction	Not applicable this quarter	30% Progress. Drawings and draft tender, Submission of draft tender, Approval of tender document	70% Progress. Tender award; site handing over, contract sign, and contract on site.	100%. Practical completion, hand over	280 000 000.00			100.00	15.00	0W
	P_43	Selwane Water Scheme	Project technical report approved by DWA. Engineer busy with designs and WULA applications	N/A	Not applicable this quarter	15% Progress. Drawings and draft tender, Submission of draft tender, Approval of tender document	55% Progress. Reticulation, exposing and connection, refurbishment of reservoir	100%. Practical completion, hand over	3 500 000.00	0.00	0.00	100.00	15.00	0W



Programme	ID	Project	Actual Notes	Corrective Action	Sep 11	Dec 11	Mar 12	Jun 12						
					Activity	Activity	Activity	Activity	Budget	Actual Spent	% Spent	Target	% Complete	Score
	P_44	Kampersrus Water Supply	The project has been advertised, tender closed and awaiting appointment of contractor	SCM to process appointment of the contractor	15% Progress. Submission & Approval of tender adverts, tender press advertising, document availability, site inspection, tender closing & public opening, adjudication and recommendation.	40% Progress. Tender board approval, contract acceptance of offer, site handover & commencement date. Construction	75% Progress. Construction	100%. Construction	10 346 928.00			100.00	15.00	0W
	P_45	Tours Bulk Water Scheme	Phase 1 of the project completed. Phase 2 to be implemented under the 2012/13 budget	N/A	35% Progress. Reticulation, exposing and connection, refurbishment of reservoir	85% Progress. Reticulation, exposing and connection, refurbishment of reservoir	100%. Reticulation, exposing and connection, refurbishment of reservoir, testing hand over	100%. Project completed	5 500 000.00	1 047 050.10	19.04	100.00	100.00	3.00
	P_46	Upgrading of Senwamokgope	Reticulation completed. Contractor busy with works at the plant equal the contract amount.	Engineering Directorate and SCM to address contractual arrangements for the completion of the outstanding works in the plant.	Not applicable this quarter	35% Progress. Reticulation, exposing and connection, refurbishment of reservoir	70% Progress. Reticulation, exposing and connection, refurbishment of reservoir	100%. Project completed	7 000 000.00	4 373 479.48	62.48	100.00	70.00	2.70



Programme	ID	Project	Actual Notes	Corrective Action	Sep 11	Dec 11	Mar 12	Jun 12						
					Activity	Activity	Activity	Activity	Budget	Actual Spent	% Spent	Target	% Complete	Score
	P_47	Upgrading of Thabina Water Treatment Plant	Project advertised for consultant and awaiting appointment	Follow-up will be done with SCM on appointments	Not applicable this quarter	35% Progress. Drawings and draft tender, Submission of draft tender, Approval of tender document	70% Progress. Tender award, site handing over, contract sign, contract on site.	100%. Practical completion, hand over	1 000 000.00	0.00	0.00	100.00	5.00	0W
	P_48	Borehole Development	N/A	N/A	Not applicable this quarter	25% Progress. Drawings and draft tender, Submission of draft tender, Approval of tender document	60% Progress. Tender award, site handing over, contract sign, contract on site.	100%. Practical completion, hand over	20 000 000.00	39 853 587.46	199.27	100.00	5.00	0W





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## 5.5 Budget and Treasury

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### 5.5.1 Overview

The Budget and Treasury Directorate has the following divisions:

- Budget and Reporting
- Revenue
- Expenditure
- Supply Chain Management

The Directorate is being performance managed by the means of scorecards that are aligned to the Municipal strategy, IDP and SDBIP. The scorecard was as follows:



## 5.5.2 Performance Measures – Budget and Treasury

The Budget and Treasury Directorate was accountable for managing the following Key Performance Indicators and projects:

### KPIs

Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
<b>Financial Viability – Become financially viable</b>																					
Budget and Expenditure Management	M_200	Percentage capital budget variance per directorate (i.t.o. cashflow projections)	30% of the projects are at 100% complete while only 70% of them are at 90% in payment and implementation stage	N/A	10.00	90.00	1.00	10.00	-4.50	5.00	10.00	9.00	3.25	10.00	7.00	5.00	0.00	10.00	7.00	-3.00	NA
<b>Good Governance and Public Participation – Democratic and accountable organisation</b>																					
Fleet Management	M_201	Number of fleet vehicle maintenance reports related to directorate compiled and submitted to B&T	The vehicle maintenance reports are written or drafted by Budget and Treasury on monthly basis.	N/A	3.00	0.00	1.00	6.00	0.00	1.00	9.00	9.00	3.00	12.00	12.00	3.00	0.00	12.00	12.00	0.00	NA
	M_202	Anti-corruption action plan related to Directorate developed	Anti-corruption plan developed	N/A		100.00	NA	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_203	Percentage Audit Committee decisions related to Directorate implemented	No audit committee decisions raised for SP	N/A	100.00	0.00	1.00	100.00	16.00	1.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Governance and Administration	M_204	Risk register related to Directorate reviewed	Risk register was reviewed before due date	N/A	100.00	0.00	1.00	100.00	1	5.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_205	Risk coordinator identified and designated	Risk coordinator identified before due date	N/A	100.00	0.00	1.00	100.00	0.00	1.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_89	Percentage of AG audit queries related to directorate resolved	No AG audit queries related to the SP sub-directorate raised	N/A		0.00	NA	20.00	0.00	1.00	60.00	100.00	5.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_90	Percentage of identified risks addressed per directorate	All risks identified were addressed in March 2012	N/A	25.00	0.00	1.00	50.00	100.00	5.00	75.00	100.00	4.58	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
Governance and Administration	M_91	Percentage internal audit queries related to directorate resolved within agreed timeframes	No internal audit queries related to SP were raised	N/A	100.00	0.00	1.00	100.00	14.00	1.00	100.00	167.00	5.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_92	Percentage Council resolutions related to relevant directorate implemented within specified timeframes	No Council resolutions related to the sub-directorate were raised	N/A	100.00	0.00	1.00	100.00	0.00	1.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_93	Percentage Executive Management meetings attended and decisions implemented within timeframes	All Executive Management meetings extended to the SP were attended	N/A	100.00	0.00	1.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
<b>Local Economic Development – Grow the economy</b>																					
Agriculture	M_206	Number of farmers included in the support programme for emerging farmers	List of farmers were consolidated and submitted to dept of Agriculture for further support	No action to be taken	12.00	5.00	1.22	12.00	100.00	5.00	12.00	105.00	5.00	12.00	150.00	5.00	0.00	12.00	150.00	138.00	NA
	M_207	Number of reports on the CLGF sponsored programme submitted	Five reports were submitted to date	No action to be taken	1.00	3.00	5.00	2.00	14.00	5.00	3.00	3.00	3.00	4.00	5.00	4.33	0.00	4.00	5.00	1.00	NA
	M_208	Number of meetings held with farming community	Five meeting to date with farmers	No action to be taken	1.00	1.00	3.00	2.00	0.00	1.00	3.00	1.00	1.00	4.00	5.00	4.33	0.00	4.00	5.00	1.00	NA
	M_209	Number of jobs created through Moshupatsela programme year to date	Jobs were created during the current bush clearing exercise in the farm	No action to be taken	25.00	12.00	1.13	55.00	100.00	5.00	126.00	0.00	1.00	126.00	20.00	1.00	0.00	126.00	20.00	-106.00	NA



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Sustainable Job Creation	M_210	Number investors attracted for implementation of mining study	Two investment were attracted in PMC and Gravelotte by Exxaro to start with mining of Iron ore	Plan to be developed to set up meetings with prospective investors in the district and also to participate in community or individual initiatives as the investment requires bulk services		0.00	NA		0.00	NA	1.00	1.00	3.00	2.00	2.00	3.00	0.00	2.00	2.00	0.00	NA
	M_213	Implementation of the activities contained in the Moshupatsela programme implementation plan	Only Orchard management is operational	Appoint a farm manager to start with other business units such as Atchar manufacturing	25.00	25.00	3.00	50.00	0.00	1.00	75.00		1.00	100.00	50.00	1.17	0.00	100.00	50.00	-50.00	NA
Sustainable Job Creation	M_214	Number of Cooperatives related to Moshupatsela programme identified, established and managed	No new cooperative to be established in the farm	No action to be taken		0.00	NA	3.00	100.00	5.00	3.00	0.00	1.00	3.00	1.00	1.00	0.00	3.00	1.00	-2.00	NA
	M_215	Number of Service level agreements with cooperatives signed	No new service level to be signed	No action to be taken		1.00	NA	3.00	16.00	5.00	3.00	0.00	1.00	3.00	0.00	1.00	0.00	3.00	0.00	-3.00	NA



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score						
	M_217	Broederstroom drift farm maintained	157 hec of fire breaks developed and 140 hec of bush clearing	No action to be taken	100.00	50.00	1.17	100.00	1	457.00	5.00	100.00	157.00	5.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_87	Number jobs created through LED initiatives (excluding Moshupatsela programme) year to date	Jobs were created on the current bush clearing exercise that is ending this July 2012	Appoint more labourers to clear the farm	100.00	420.00	5.00	100.00	1	457.00	5.00	100.00	42.00	1.03	100.00	20.00	1.00	150.00	100.00	20.00	-80.00	-130.00
Tourism	M_218	Tourism Framework reviewed and approved by Management	Terms of Reference developed	The project to be advertised in the new financial year 2012/13		25.00	NA	100.00	0.00	1.00	100.00	100.00	3.00	100.00	0.00	1.00	0.00	100.00	0.00	-100.00	NA	
<b>Spatial Rationale – Plan for the future</b>																						
Integrated Development Planning	M_219	Contributions to the IDP review process	Contribution to the IDP is excellent	N/A	50.00	100.00	0W	75.00	100.00	4.56	100.00	100.00	3.00		100.00	NA	0.00	100.00	100.00	0.00	NA	
Spatial Planning	M_220	Conduct an assessment on the areas to be incorporated in the CRDP Programme	CRDP assessment was conducted before due date	N/A		100.00	NA	100.00	14.00	1.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA	
	M_221	Number of reports on the implementation of the pilot projects on CRDP (Botshabelo and Muyexe) submitted on time	Update reports are submitted to MANCO as highlights every month	N/A	1.00	0.00	1.00	2.00	0.00	1.00	3.00	9.00	5.00	4.00	12.00	5.00	0.00	4.00	12.00	8.00	NA	
	M_464	Number Sites demarcated	1450 sites were demarcated in support of local municipalities	N/A		0.00	NA		100.00	NA		100.00	NA	750.00	1	450.00	5.00	1050.00	750.00	1	450.00	700.00



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_86	Percentage Infrastructure projects implemented by MDM in District Area Growth points	All district growth points have infrastructure projects developed in them	N/A	70.00	10.00	1.00	70.00	16.00	1.00	70.00	100.00	5.00	70.00	100.00	5.00	100.00	70.00	100.00	30.00	0.00
<b>Transformation and Organisational Development – Develop entrepreneurial and intellectual capability</b>																					
Human Resource Management	M_222	Inputs on the review of the organogram submitted to Corporate Services by end January	Inputs on reviewed organogram were provided in advance	N/A		0.00	NA		100.00	NA	100.00	100.00	3.00		100.00	NA	0.00	100.00	100.00	0.00	NA
	M_223	Percentage of LLF issues related to Directorate resolved within specified timeframe	Issues related to LLF were resolved in advance	N/A	100.00	0.00	1.00	100.00	0.00	1.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_224	Number of performance reviews and evaluations of the employees within Directorate conducted year to date	Performance reviews and evaluation are done through monthly reports	N/A		3.00	NA		0.00	NA	1.00	100.00	5.00	2.00	12.00	5.00	0.00	2.00	12.00	10.00	NA

### Projects

Programme	ID	Project	Actual Notes	Corrective Action	Sep 11	Dec 11	Mar 12	Jun 12				
					Activity	Activity	Activity	Activity	Budget	Actual Spent	Target	% Complete



Programme	ID	Project	Actual Notes	Corrective Action	Sep 11	Dec 11	Mar 12	Jun 12					
					Activity	Activity	Activity	Activity	Budget	Actual Spent	Target	% Complete	Score
<b>Good Governance and Public Participation – Democratic and accountable organisation</b>													
Municipal furniture and equipment	P_01	Furniture	R 64 463.86 out of budget of R 3 000 000 was spent.		10% Progress. Identification of specifications. Advertisement for bid published	90% Progress. Service Provider paid. Furniture purchased and delivered	100%. Bar-coded and captured on asset register	100%. Completed. Furniture purchased, bar-coded and captured on asset register	3 000 000.00		100.00	2.15	1.02
	P_04	Computers	The tender to purchase computers is awaiting appointment of the service provider.		10% Progress. Identification of specifications. Advertisement for bid published	90% Progress. Service Provider paid. Computers purchased and delivered	100%. Bar-coded and captured on asset register	100%. Completed. Computers purchased, bar-coded and captured on asset register	500 000.00	0.00	100.00	32.00	1.32
	P_05	Printers	No printers were bought during this financial year.		10% Progress. Identification of specifications. Advertisement for bid published	90% Progress. Service Provider paid. Printers purchased and delivered	100%. Bar-coded and captured on asset register	100%. Completed. Printers purchased, bar-coded and captured on asset register	200 000.00	0.00	100.00	0.00	1.00
	P_06	Provision of Furniture (Fire Services)	R79 597.22 out of a budget of R310 000 was spent.		10% Progress. Identification of specifications. Advertisement for bid published	90% Progress. Service Provider paid. Furniture purchased and delivered	100%. Bar-coded and captured on asset register	100%. Completed. Furniture purchased, bar-coded and captured on asset register	310 000.00	25.68	100.00	6.00	1.06
Municipal Vehicles	P_02	Vehicles	No vehicles were bought during this financial year.		10% Progress. Identification of specifications. Advertisement for bid published	90% Progress. Service Provider paid. Vehicles purchased and delivered	100%. Captured on asset register	100%. Completed. Vehicles purchased and captured on asset register	750 000.00	0.00	100.00	0.00	1.00
<b>Service Delivery – Improve community well-being</b>													
Fire Services	P_03	Purchase of Vehicles (Fire Services)	The tender to purchase the fire services vehicle is awaiting appointment of the service provider.		10% Progress. Identification of specifications. Advertisement for bid published	90% Progress. Service Provider paid. Vehicles purchased and delivered	100%. Captured on asset register	100%. Completed. Vehicles purchased and captured on asset register	3 000 000.00	0.00	100.00	0.00	1.00





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## 5.6 Planning and Development

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### 5.6.1 Overview

The Planning and Development Directorate has the following divisions:

- Local Economic Development
- Spatial Planning

The Directorate is being performance managed by means of scorecards that are aligned to the Municipal strategy, IDP and SDBIP. The scorecard is as follows:



## 5.6.2 Performance Measures – Planning and Development

The Planning and Development Directorate was accountable for managing the following Key Performance Indicators and projects:

### KPIs

Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
<b>Financial Viability – Become financially viable</b>																					
Budget and Expenditure Management	M_200	Percentage capital budget variance per directorate (i.t.o. cashflow projections)	30% of the projects are at 100% complete while only 70% of them are at 90% in payment and implementation stage	N/A	10.00	90.00	1.00	10.00	-4.50	5.00	10.00	9.00	3.25	10.00	7.00	5.00	0.00	10.00	7.00	-3.00	NA
<b>Good Governance and Public Participation – Democratic and accountable organisation</b>																					
Fleet Management	M_201	Number of fleet vehicle maintenance reports related to directorate compiled and submitted to B&T	The vehicle maintenance reports are written or drafted by Budget and Treasury on monthly basis.	N/A	3.00	0.00	1.00	6.00	0.00	1.00	9.00	9.00	3.00	12.00	12.00	3.00	0.00	12.00	12.00	0.00	NA
	M_202	Anti-corruption action plan related to Directorate developed	Anti-corruption plan developed	N/A		100.00	NA	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_203	Percentage Audit Committee decisions related to Directorate implemented	No audit committee decisions raised for SP	N/A	100.00	0.00	1.00	100.00	16.00	1.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Governance and Administration	M_204	Risk register related to Directorate reviewed	Risk register was reviewed before due date	N/A	100.00	0.00	1.00	100.00	1	5.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_205	Risk coordinator identified and designated	Risk coordinator identified before due date	N/A	100.00	0.00	1.00	100.00	0.00	1.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_89	Percentage of AG audit queries related to directorate resolved	No AG audit queries related to the SP sub-directorate raised	N/A		0.00	NA	20.00	0.00	1.00	60.00	100.00	5.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_90	Percentage of identified risks addressed per directorate	All risks identified were addressed in March 2012	N/A	25.00	0.00	1.00	50.00	100.00	5.00	75.00	100.00	4.58	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
Governance and Administration	M_91	Percentage internal audit queries related to directorate resolved within agreed timeframes	No internal audit queries related to SP were raised	N/A	100.00	0.00	1.00	100.00	14.00	1.00	100.00	167.00	5.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_92	Percentage Council resolutions related to relevant directorate implemented within specified timeframes	No Council resolutions related to the sub-directorate were raised	N/A	100.00	0.00	1.00	100.00	0.00	1.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_93	Percentage Executive Management meetings attended and decisions implemented within timeframes	All Executive Management meetings extended to the SP were attended	N/A	100.00	0.00	1.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
<b>Local Economic Development – Grow the economy</b>																					
Agriculture	M_206	Number of farmers included in the support programme for emerging farmers	List of farmers were consolidated and submitted to dept of Agriculture for further support	No action to be taken	12.00	5.00	1.22	12.00	100.00	5.00	12.00	105.00	5.00	12.00	150.00	5.00	0.00	12.00	150.00	138.00	NA
	M_207	Number of reports on the CLGF sponsored programme submitted	Five reports were submitted to date	No action to be taken	1.00	3.00	5.00	2.00	14.00	5.00	3.00	3.00	3.00	4.00	5.00	4.33	0.00	4.00	5.00	1.00	NA
	M_208	Number of meetings held with farming community	Five meeting to date with farmers	No action to be taken	1.00	1.00	3.00	2.00	0.00	1.00	3.00	1.00	1.00	4.00	5.00	4.33	0.00	4.00	5.00	1.00	NA
	M_209	Number of jobs created through Moshupatsela programme year to date	Jobs were created during the current bush clearing exercise in the farm	No action to be taken	25.00	12.00	1.13	55.00	100.00	5.00	126.00	0.00	1.00	126.00	20.00	1.00	0.00	126.00	20.00	-106.00	NA



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Sustainable Job Creation	M_210	Number investors attracted for implementation of mining study	Two investment were attracted in PMC and Gravelotte by Exxaro to start with mining of Iron ore	Plan to be developed to set up meetings with prospective investors in the district and also to participate in community or individual initiatives as the investment requires bulk services		0.00	NA		0.00	NA	1.00	1.00	3.00	2.00	2.00	3.00	0.00	2.00	2.00	0.00	NA
	M_213	Implementation of the activities contained in the Moshupatsela programme implementation plan	Only Orchard management is operational	Appoint a farm manager to start with other business units such as Atchar manufacturing	25.00	25.00	3.00	50.00	0.00	1.00	75.00		1.00	100.00	50.00	1.17	0.00	100.00	50.00	-50.00	NA
Sustainable Job Creation	M_214	Number of Cooperatives related to Moshupatsela programme identified, established and managed	No new cooperative to be established in the farm	No action to be taken		0.00	NA	3.00	100.00	5.00	3.00	0.00	1.00	3.00	1.00	1.00	0.00	3.00	1.00	-2.00	NA
	M_215	Number of Service level agreements with cooperatives signed	No new service level to be signed	No action to be taken		1.00	NA	3.00	16.00	5.00	3.00	0.00	1.00	3.00	0.00	1.00	0.00	3.00	0.00	-3.00	NA



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_217	Broederstroom drift farm maintained	157 hec of fire breaks developed and 140 hec of bush clearing	No action to be taken	100.00	50.00	1.17	100.00	1	5.00	100.00	157.00	5.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_87	Number jobs created through LED initiatives (excluding Moshupatsela programme) year to date	Jobs were created on the current bush clearing exercise that is ending this July 2012	Appoint more labourers to clear the farm	100.00	420.00	5.00	100.00	1	5.00	100.00	42.00	1.03	100.00	20.00	1.00	150.00	100.00	20.00	-80.00	-130.00
Tourism	M_218	Tourism Framework reviewed and approved by Management	Terms of Reference developed	The project to be advertised in the new financial year 2012/13		25.00	NA	100.00	0.00	1.00	100.00	100.00	3.00	100.00	0.00	1.00	0.00	100.00	0.00	-100.00	NA
<b>Spatial Rationale – Plan for the future</b>																					
Integrated Development Planning	M_219	Contributions to the IDP review process	Contribution to the IDP is excellent	N/A	50.00	100.00	0W	75.00	100.00	4.56	100.00	100.00	3.00		100.00	NA	0.00	100.00	100.00	0.00	NA
Spatial Planning	M_220	Conduct an assessment on the areas to be incorporated in the CRDP Programme	CRDP assessment was conducted before due date	N/A		100.00	NA	100.00	14.00	1.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_221	Number of reports on the implementation of the pilot projects on CRDP (Botshabelo and Muyexe) submitted on time	Update reports are submitted to MANCO as highlights every month	N/A	1.00	0.00	1.00	2.00	0.00	1.00	3.00	9.00	5.00	4.00	12.00	5.00	0.00	4.00	12.00	8.00	NA
	M_464	Number Sites demarcated	1450 sites were demarcated in support of local municipalities	N/A		0.00	NA		100.00	NA		100.00	NA	750.00	1	5.00	1050.00	750.00	1	700.00	400.00



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_86	Percentage Infrastructure projects implemented by MDM in District Area Growth points	All district growth points have infrastructure projects developed in them	N/A	70.00	10.00	1.00	70.00	16.00	1.00	70.00	100.00	5.00	70.00	100.00	5.00	100.00	70.00	100.00	30.00	0.00
<b>Transformation and Organisational Development – Develop entrepreneurial and intellectual capability</b>																					
Human Resource Management	M_222	Inputs on the review of the organogram submitted to Corporate Services by end January	Inputs on reviewed organogram were provided in advance	N/A		0.00	NA	100.00	NA	100.00	100.00	3.00		100.00	NA	0.00	100.00	100.00	0.00	NA	
	M_223	Percentage of LLF issues related to Directorate resolved within specified timeframe	Issues related to LLF were resolved in advance	N/A	100.00	0.00	1.00	100.00	0.00	1.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_224	Number of performance reviews and evaluations of the employees within Directorate conducted year to date	Performance reviews and evaluation are done through monthly reports	N/A		3.00	NA	0.00	NA	1.00	100.00	5.00	2.00	12.00	5.00	0.00	2.00	12.00	10.00	NA	

## Projects Planning and Development

Programme	ID	Project	Actual Notes	Corrective	Sep 11	Dec 11	Mar 12	Jun 12
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				Action	Activity	Activity	Activity	Activity	Budget	Actual Spent	% Spent	Target	% Complete	Score
<b>Local Economic Development – Grow the economy</b>														
Sustainable Job Creation	P_07	CLGF Programme	The project budget was withdrawn during adjustment in the previous quarter	No action to be taken	10% Progress. Identification of specifications. Advertisement for bid published	30% Progress. Purchasing of equipment	60% Progress. Purchasing of equipment	100%. Purchasing of equipment	200 000.00			100.00	0.00	1.00
	P_08	GGNRDP- Oyster Mushroom	The project budget was withdrawn during adjustment in the previous quarter	No action to be taken	10% Progress. Identification of specifications. Advertisement for bid published	30% Progress. Purchasing of equipment	60% Progress. Purchasing of equipment	100%. Purchasing of equipment	200 000.00			100.00	0.00	1.00
	P_09	Moshupatsela Programme	The project budget was withdrawn during adjustment in the previous quarter	No action to be taken	10% Progress. Identification of specifications. Advertisement for bid published	30% Progress. Purchasing of equipment	60% Progress. Purchasing of equipment	100%. Purchasing of equipment	250 000.00			100.00	0.00	1.00





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## 5.7 Corporate Services

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### 5.7.1 Overview

The Corporate Services Directorate has the following divisions:

- ▶ Human Resources
- ▶ Admin
- ▶ Legal

The Directorate is being performance managed by means of scorecards that are aligned to the Municipal strategy, IDP, and SDBIP. The scorecard is as follows:



## 5.7.2 Performance Measures –Corporate Services

The Corporate Services Directorate was accountable for managing the following Key Performance Indicators and projects:

### KPIs

Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
<b>Financial Viability – Become financially viable</b>																					
Budget and Expenditure Management	M_67	Percentage operational budget variance per directorate (i.t.o. cashflow projections)	Computer Rented Services for equipment at Disaster Management was budgeted for twice under IT and Disaster Management. Part of IT expenditure has been in Disaster Management Vote.	Expenditure to be allocated to the correct vote. Bids that were advertised will to be awarded.	10.00	0.40	5.00	10.00	108.70	1.00	10.00	4.49	5.00	10.00	0.00	5.00	10.00	10.00	0.00	-10.00	-10.00
	M_68	Percentage training budget spent	Training budget had been exhausted by the end on March 2012.	Awaiting the allocation of new budget for 2012/2013 financial year	15.00	11.00	1.60	50.00	49.18	2.97	75.00	75.00	3.00	100.00	133.00	4.55	33.00	100.00	133.00	33.00	100.00
Budget and Expenditure Management	M_88	Percentage capital budget variance per directorate (i.t.o. cashflow projections)	Capital budget moderately spent	Increase spending pattern	10.00	0.00	5.00	10.00		1.00	10.00	0.00	5.00	10.00	9.00	3.25	0.00	10.00	9.00	-1.00	NA
<b>Good Governance and Public Participation – Democratic and accountable organisation</b>																					



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Cooperative Governance	M_69	Percentage Governance and Administration Cluster resolutions related to MDM implemented within timeframes	No meeting was convened during this period	Not required	100.00	100.00	3.00	100.00	100.00	3.00	100.00	120.00	4.33	100.00	120.00	4.33	100.00	100.00	120.00	20.00	20.00
	M_94	Functional IGR structures	No meeting conducted under the reporting period	To adhere to the corporate diary	100.00	25.00	1.00	100.00	100.00	3.00	100.00	120.00	4.33	100.00	120.00	4.33	0.00	100.00	120.00	20.00	NA
Fleet Management	M_95	Number of fleet vehicle maintenance reports related to directorate compiled and submitted to B&T	Fleet still under Budget & Treasury	No fleet vehicles allocated to CORS to manage. All still done by BTO.	3.00	100.00	5.00	6.00	1.00	9.00	0.00	1.00	12.00	0.00	0W	0.00	12.00	0.00	0W	NA	
	M_101	Risk register related to Directorate reviewed	Risk register was reviewed	Ensure that the Risk Register is implemented according to the plan	100.00	90.00	2.83	100.00	145.00	5.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_102	Risk coordinator identified and designated	Mr Rasekgala MJ has been appointed as a risk coordinator	Not required	100.00	80.00	1.67	100.00	120.00	4.33	100.00	133.00	4.55	100.00	133.00	4.55	0.00	100.00	133.00	33.00	NA
	M_440	Percentage Council Agenda distributed to Councillors 4 days prior to meetings	Council agendas were delivered prior 4 days. However, the Special Council sitting of 15 May 2012 the timeframe could not be adhered to	Not required	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	80.00	1.67	100.00	100.00	80.00	-20.00	-20.00



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score						
Governance and Administration	M_445	Percentage internal audit queries related to directorate resolved within agreed timeframes	Internal audit queries are been attended to as and when same is raised	To ensure compliance at all material times and within the prescribed period if there has been a shortcoming in that field	100.00	80.00	1.67	100.00	100.00	3.00	100.00	110.00	3.17	100.00	110.00	3.17	100.00	100.00	110.00	10.00	10.00	
	M_70	Percentage of AG audit queries related to directorate resolved	Audit Queries received in the past were address, However, no queries received during the reporting period	Not required		0.00	NA	20.00	20.00	3.00	60.00	100.00	5.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00	
	M_71	Percentage of identified risks addressed per directorate	The risk register was reviewed in the beginning of the financial year	Not required		25.00	25.00	3.00	50.00	50.00	3.00	75.00	100.00	4.58	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_73	Percentage Council resolutions related to relevant directorate implemented within specified timeframes	One resolution was implemented by the Directorate	Maintain standard		100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_74	Percentage Executive Management meetings attended and decisions implemented within timeframes	All Management committee resolutions were implemented by the Directorate	Maintain standard		100.00	100.00	3.00	100.00	100.00	3.00	100.00	120.00	4.33	100.00	120.00	4.33	100.00	100.00	120.00	20.00	20.00



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_96	Stakeholder (all non statutory structures supporting Council) engagement framework developed and approved by Management	Framework still being developed	Accelerate the development process		750.00	NA	100.00	50.00	1.17	100.00	40.00	1.00	100.00	40.00	1.00	0.00	100.00	40.00	-60.00	NA
	M_97	Transversal service delivery standards developed and approved by Management	Departmental service standards developed	Develop own standards		4.00	NA	100.00	80.00	1.67	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_98	Anti-corruption action plan related to Directorate developed	A draft plan has been developed ,however we need to equip our employees with the necessary skills in the fight against corruption	To conduct anti-corruption training to ensure that we have a skilled staff to fight corruption		80.00	NA	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Governance and Administration	M_99	Percentage Audit Committee decisions related to Directorate implemented	Audit Committee decisions related to the directorate are dealt with as they arise	Not required	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
Legal Services	M_112	Number of new policies within the organisation developed	19 policies adopted by Council	Implement approved policies	1.00	5.00	5.00	2.00	25.00	5.00	3.00	5.00	5.00	4.00	19.00	5.00	0.00	4.00	19.00	15.00	NA
	M_113	Percentage of existing policies reviewed and adopted by Council	All HR policies have been reviewed and adopted by council	To deal with all other outstanding policies		140.00	NA		133.00	NA	100.00	70.00	1.50	100.00	120.00	4.33	0.00	100.00	120.00	20.00	NA



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Legal Services	M_114	Rates structure for usage of attorneys developed and approved	Rates structure has been developed and adopted	To ensure compliance with all this rates	100.00	140.00	4.67	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_115	Appointment of panel of attorneys	Proposal has been referred to supply chain for advertisement	To encourage supply chain to advertise speedily		130.00	NA	100.00	100.00	3.00	100.00	60.00	1.33	100.00	80.00	1.67	0.00	100.00	80.00	-20.00	NA
<b>Good Governance and Public Participation – Manage through information</b>																					
	M_117	Percentage electronic systems that are integrated	Sebata MIS system pilot project implementation is underway and will integrate all IT systems utilized in MDM. The server has been deployed and data has been verified by the IDP Manager and PMS Co-ordinator. Training for users (esp. Those working with grant funded projects) is being co-ordinated and should take place before end of current financial year.	Training to be scheduled on the same day as MANCO meeting to ensure that senior management receive training on the use of the system. Intervention of Acting MM to be sort in order to facilitate for PMU to submit the required projects data.	50.00	50.00	3.00	50.00	70.00	4.67	50.00	80.00	5.00	50.00	80.00	5.00	0.00	50.00	80.00	30.00	NA



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					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Information management, Research and development	M_127	IT Governance Framework developed and approved by Management	No budget allocated for contracting service provider for development of IT Governance Framework.	Mopani District IT Forum has resolved that a district-wide approach be followed with a view of developing Governance Framework applicable to LM's and DM. The Exco of Forum to propose way forward to the Forum in the meeting scheduled at BPM on 29 May 2012.	100.00	85.00	2.75	100.00	50.00	0W	100.00	0.00	1.00	100.00	0.00	1.00	0.00	100.00	0.00	-100.00	NA
	M_128	IT Register developed and approved by Management	Due to limited IT human resources, a manual IT register will be replaced by a computer based Helpdesk. WebHelpDesk has been deployed and training has to be offered to all users in order for all calls to be logged on the system.	Training on the use of the web-based helpdesk for users to be scheduled through SDF. Once scheduled all learners will be invited for training.	100.00	90.00	2.83	100.00	0.00	0W	100.00	80.00	1.67	100.00	80.00	1.67	0.00	100.00	80.00	-20.00	NA
	M_129	Policies for user management, security management and backups developed and approved by Management	Various drafts of IT policies have been submitted to ADCORS for processing and adoption by council.	A submission to be done to MM for the policies to be approved for further processing.		50.00	NA	100.00	80.00	0W	100.00	90.00	2.83	100.00	90.00	2.83	0.00	100.00	90.00	-10.00	NA





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					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Information management, Research and development	M_130	IT Disaster recovery plan developed and approved by Management	IT Disaster Recovery Plan development is a specialised terrain for which service providers are to be sourced. Currently there is no such project on the IDP and no budget allocation.	DRP project proposed in the 2012/13 financial year and development thereof will be outsourced.	100.00	30.00	1.00	100.00	0.00	0W	100.00	0.00	1.00	100.00	0.00	1.00	0.00	100.00	0.00	-100.00	NA
	M_75	Number interactions with research institutions p.a. (ytd)	IT and Training interacted with various institutions via webcasts and email. Interaction by IT unit is through webcasts, podcasts and email.	No gap identified, however most interactions were telephonic and through email.	1.00	4.00	5.00	2.00	2.00	3.00	3.00	10.00	5.00	4.00	10.00	5.00	8.00	4.00	10.00	6.00	2.00
Spatial Rationale – Plan for the future																					
Integrated Development Planning	M_138	Contributions to the IDP review process	As legal we participate in all processes that relate to IDP as and when invited to partake	IDP officer need to consult with legal if there is a contribution that is needed in respect of legal perspective	50.00	50.00	3.00	75.00	75.00	3.00	100.00	100.00	3.00		100.00	NA	0.00	100.00	100.00	0.00	NA
Transformation and Organisational Development – Develop entrepreneurial and intellectual capability																					



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Capacity building and Training (HRD)	M_139	Percentage of Personal Development Plans for S57 Managers implemented fully	Preliminary processes for developing PDP'S for section 57 Managers has started.	Assistance of CoGHSTA has been requested and access to the COGHSTA online system was granted to MDM staff to help the process.	100.00	40.00	1.00	100.00	100.00	3.00	100.00	20.00	1.00	100.00	90.00	2.83	0.00	100.00	90.00	-10.00	NA
	M_80	Number staff members and Councillors undergoing advanced skills development programme	Only 108 officials and Councillors are undergoing this programme	Target to be reviewed in new financial year because it was not realistic.	100.00	100.00	3.00	220.00	57.00	1.00	350.00	107.00	1.00	450.00	108.00	1.00	290.00	450.00	108.00	-342.00	-182.00
	M_141	Number of disabled persons employed in the organisation	There are 4 disabled persons employed directly by MDM as at the reporting period	Appoint disabled people in all occupational categories	2.00	10.00	5.00	3.00	11.00	5.00	4.00	12.00	5.00	4.00	4.00	3.00	2.00	4.00	4.00	0.00	2.00
	M_142	Level of functionality of Local Labour Forum (LLF)	LLF meeting was held during this month	Should adhere to LLF monthly meetings schedule	100.00	0.00	1.00	100.00	100.00	3.00	100.00	40.00	1.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_144	Percentage of LLF issues related to Directorate resolved within specified timeframe	LLF issues are resolved within specified time frames, if available	SAMWU is objecting to some representatives of the employer in LLF and SALGA is to intervene.	100.00	0.00	1.00	100.00	100.00	3.00	100.00	80.00	1.67	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA



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					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Human Resource Management	M_145	Number of formal performance assessments per annum (year to date)	Only one formal assessment of S56/7 managers was done as at reporting period. PMDS for former DWA staff being prepared for payment for 2011/2012 financial year.	To speed up the preparation for next assessment to be conducted before the end of fourth quarter.		0.00	NA	1.00	1.00	3.00	1.00	1.00	3.00	2.00	1.00	1.50	1.00	2.00	1.00	-1.00	0.00
	M_147	Facilitate the review and evaluation of the employees performance	PMDS for former DWA staff for 2011/2012 being reviewed for payment.	Speed up the review process including those of section 57 employees. PMS still to be cascaded to lower level employees.		0.00	NA	100.00	100.00	3.00	100.00	75.00	1.58	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_148	Number of performance reviews and evaluations of the employees within Directorate conducted year to date	PMS still to be cascaded to lower level employees within MDM	Speedup the appointment of PMS officer		0.00	NA		70.00	NA	1.00	11.00	5.00	2.00	13.00	5.00	0.00	2.00	13.00	11.00	NA
	M_149	Number of performance assessment outcomes consolidated and submitted to the MM year to date	All S56 employees' assessment reports were forwarded to MM's office.	Cascade PMS to all staff below senior managers.		0.00	NA		70.00	NA	1.00	1.00	3.00	2.00	1.00	1.50	0.00	2.00	1.00	-1.00	NA



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					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Human Resource Management	M_81	Number disciplinary cases resolved internally within 3 months (excluding disputed cases) / total Number disciplinary cases reported each year as Percentage	Two cases have been finalised during the period under review	To finalised all outstanding cases speedily	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	90.00	2.83	100.00	100.00	90.00	-10.00	-10.00
	M_83	Organogram reviewed annually together with the IDP and Budget	Directors are editing the Draft Organogram and some have already submitted back their edited work.	Task team to speed up the review process by the end of the next quarter		0.40	NA	95.00	NA	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00	
	M_84	Total number of woman employed by the municipality against total number staff as Percentage	Out of a total of 199 staff members appointed directly by Mopani, 85 are women.	Appointment of women in all occupational categories	50.00	11.00	1.00	50.00	50.00	3.00	50.00		1.00	50.00	43.00	2.77	50.00	50.00	43.00	-7.00	-7.00
	M_85	Percentage new positions filled having job descriptions	Job Descriptions for all positions are available through the Salga benchmarking resolution.	To adhere to the Salga resolution making all job descriptions available to all municipalities for customization.	100.00	100.00	3.00	100.00	160.00	5.00	100.00	100.00	3.00	100.00	167.00	5.00	100.00	100.00	167.00	67.00	67.00



## Projects Coporate Services

Programme	ID	Project	Actual Notes	Corrective Action	Sep 11	Dec 11	Mar 12	Jun 12						
					Activity	Activity	Activity	Activity	Budget	Actual Spent	% Spent	Target	% Complete	Score
<b>Good Governance and Public Participation – Democratic and accountable organisation</b>														
Governance and Administration	P_58	Electronic Filing System			Not applicable this quarter	Not applicable this quarter	50% Progress. Identification of specifications and develop business plan. Advertisement for bid published	100%. Project completed	250 000.00			100.00		1.00



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## **5.8 Water and Sanitation**

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### **5.8.1 Overview**

The Water and Sanitation Directorate is being performance managed by means of scorecards that are aligned to the Municipal strategy, IDP, and SDBIP. The scorecard is as follows:



## 5.8.2 Performance Measures –Water and Sanitation

The Water and Sanitation Directorate was accountable for managing the following Key Performance Indicators:

### KPIs

Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
<b>Financial Viability – Become financially viable</b>																					
Budget and Expenditure Management	M_225	Percentage capital budget variance per directorate (i.t.o. cashflow projections)	Through budget adjustment the budget was rectified.	Not applicable	10.00		1.00	10.00	100.00	10.00	100.00	1.00	10.00	10.00	3.00	0.00	10.00	10.00	0.00	NA	
	M_486	Percentage operational budget variance per directorate (i.t.o. cashflow projections)		Not applicable	10.00	0.00	5.00	10.00	10.00	3.00	10.00	0.00	5.00	10.00	10.00	3.00	0.00	10.00	10.00	0.00	NA
<b>Good Governance and Public Participation – Democratic and accountable organisation</b>																					
Fleet Management	M_226	Number of fleet vehicle maintenance reports related to directorate compiled and submitted to B&T	In conjunction the fleet management unit reports are done monthly.	Not applicable	3.00	1.00	1.00	6.00	100.00	5.00	9.00	100.00	5.00	12.00	12.00	3.00	0.00	12.00	12.00	0.00	NA
	M_227	Anti-corruption action plan related to Directorate developed	The anti corruption plan has been developed for the whole institution	Not applicable			NA	100.00	100.00	3.00	100.00	3.00	1.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_228	Percentage Audit Committee decisions related to Directorate implemented	Audit committee resolutions are adhered too.	Not applicable	100.00	60.00	1.33	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_229	Risk register related to Directorate reviewed	Risk register has been reviewed in conjunction with the CRO	Not applicable	100.00	80.00	1.67	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA



Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Governance and Administration	M_231	Risk coordinator identified and designated	Mrs A Rammalo has been appointed as the risk coordinator	Not applicable	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_481	Percentage internal audit queries related to directorate resolved within agreed timeframes	Internal Audit resolutions are adhered too.	Not applicable	100.00	100.00	3.00	100.00	100.00	3.00	100.00	40.00	1.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_482	Percentage of AG audit queries related to directorate resolved	All AG queries have been dealt with.	Not applicable		100.00	NA	20.00	100.00	0W	60.00	20.00	1.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_483	Percentage of identified risks addressed per directorate		Not applicable	25.00	100.00	5.00	50.00	100.00	5.00	75.00	100.00	4.58	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_484	Percentage Council resolutions related to relevant directorate implemented within specified timeframes	All Council resolutions have been implemented	Not applicable	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_485	Percentage Executive Management meetings attended and decisions implemented within timeframes	All management resolutions are adhered too.	Not applicable	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
<b>Service Delivery – Develop and maintain infrastructure</b>																					
Operation and maintenance of municipal infrastructure	M_232	Adequate spares and chemicals available at all times in each satellite	Service providers were appointed in February 2012 for spares and June 2012 for the chemicals.	The delivery of supply of the goods should be fast tracked.	100.00	60.00	1.33	100.00	76.00	1.60	100.00	40.00	1.00	100.00	65.00	1.42	0.00	100.00	65.00	-35.00	NA
	M_233	Water Services maintenance and refurbishment plan developed and approved by Management	The plan was developed and submitted to DWA	Not applicable	100.00	50.00	1.17	100.00	79.00	1.65	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
Sanitation Infrastructure and Services	M_234	Number new VIP's constructed that were handed to community					NA	143.00	60.32	0W	6 428.00	0.00	1.00	8 570.00	8 572.00	3.00	232.00	570.00	8 572.00	2.00	-660.00
	M_271	Percentage household with access to basic sanitation		Not applicable	75.00	72.00	2.93	76.20	100.00	4.52	77.82	75.00	2.94	78.60	75.00	2.93	75.00	78.60	75.00	-3.60	0.00
	M_477	Percentage sanitation (waste water treatment plant) breakages reported and attended to within 2 days	Shortage of spares and tools is a major problem.	Tools and spares to be procured with urgency.	100.00	80.00	1.67	100.00	100.00	3.00	100.00	40.00	1.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00





Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score						
Water Infrastructure and Services	M_11	Percentage household with access to basic water	The urban area has constant water supply and constraints for constant supply is in rural areas	Infrastructure development is developing the bulk infrastructure	75.00		1.00	78.00	79.45	1.00	80.00	100.00	4.40	85.00	75.00	2.82	72.00	85.00	75.00	-10.00	3.00	
	M_235	Water services development plan (WSDP) reviewed and updated		The WSDP will be reviewed in the next financial year.			NA	100.00	61.60	1.36	100.00	40.00	1.00	100.00	40.00	1.00	0.00	100.00	40.00	-60.00	NA	
	M_236	Percentage of pump stations, reservoirs, and satellite stations kept clean at all times	A programme to clean the plant has been drafted	The full implementation of plan	100.00	65.00	1.42	100.00	55.00	1.25	100.00	20.00	1.00	100.00	55.00	1.25	0.00	100.00	55.00	-45.00	NA	
	M_478	Number km bulk water infrastructure constructed year to date		Not applicable			NA		12.00	NA		100.00	NA		20.00	18.00	2.83	30.00	20.00	18.00	-2.00	-12.00
	M_479	Percentage water breakages (bulk lines) reported and attended to within 2 days	Shortage of spares and tools is a major problem.	The turnaround time for breakages be addressed	100.00	80.00	1.67	100.00	85.00	2.75	100.00	0.00	1.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00	
<b>Spatial Rationale – Plan for the future</b>																						
Integrated Development Planning	M_237	Contributions to the IDP review process			50.00	45.00	2.83	75.00	1.00	1.00	100.00	100.00	3.00		60.00	NA	0.00	100.00	60.00	-40.00	NA	
<b>Transformation and Organisational Development – Develop entrepreneurial and intellectual capability</b>																						
Human Resource Management	M_238	Inputs on the review of the organogram submitted to Corporate Services by end January				60.00	NA		40.00	NA	100.00	100.00	3.00		100.00	NA	0.00	100.00	100.00	0.00	NA	
	M_239	Percentage of LLF issues related to Directorate resolved within specified timeframe	LLF meetings are held, to resolve all the labour related issues.	The LLF issues be addressed in full	100.00	50.00	1.17	100.00	100.00	3.00	100.00	100.00	3.00	100.00	95.00	2.92	0.00	100.00	95.00	-5.00	NA	
	M_240	Number of performance reviews and evaluations of the employees within Directorate conducted year to date	An assessment for the ADWS were done on the 13th June 2012	Not applicable			NA		100.00	NA	1.00	0.00	1.00	2.00	1.00	1.50	0.00	2.00	1.00	-1.00	NA	



## **Projects**

No Capital projects applicable for implementation during 11/12.