

2011-12

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CDM
ANNUAL
REPORT

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ACRONYMS

ABET	: Adult Basic Education Training
ABSA	: Amalgamated Banks of South Africa
AFS	: Annual Financial Statements
AP	: Aerial Photograph
BBBEE	: Broad Based Black Economic Development
CAPEX	: Capital Expenditure
CBO	: Community Based Organization
CBP	: Community Based Planning
CDM	: Capricorn District Municipality
CDW	: Community Development Workers
CETA	: Construction Education and Training Agent
CFO	: Chief Financial Officer
CGE	: Commission on Gender Equality
CIDB	: Construction Information Database
CLLR	: Councilor
CPTR	: Current Public Transport Record
CRR	: Capital Replacement Reserve
CSR	: Corporate Social Responsibility
DAC	: District Aids Council
DALA	: Department of Agriculture and Land Administration
DBSA	: Development Bank of South Africa
DC35	: Capricorn District Municipality
DEAT	: Department of Environmental Affairs and Tourism
DHSD	: Department of Health and Social Development
DPLG	: Department of Provincial and local Government
DSAC	: Department of Sport, Arts and Culture
DWAF	: Department of Water Affairs and Forestry
ECT	: Electronic Communication Transaction
EEP	: Employment Equity Plan
EM	: Executive Mayor
EPWP	: Expanded Public Works Programme
FBW	: Free Basic Water
GAAP	: Generally Accepted Account Practices
GAMAP	: Generally Accepted Municipal Accounting Practices
GDP	: Gross Domestic Product
GDS	: Growth and Development Summit
GGP	: Gross Geographical Product
GIS	: Geographical Information System
GRAP	: Generally Recognized Accounting Practices
HR	: Human Resource
HRD	: Human Resource Development
ICT	: Information Communication Training
IDP	: Integrated Development Plan
IDT	: Independent Development Trust
IGR	: Inter-Governmental Relations
IMATU	: Independent Municipal Allied Trade Union
ISDF	: integrated Spatial Development Framework
ITP	: integrated Transport Plan
IWMP	: Integrated Waste Management Plan
KPA	: Key Performance Area
KPI	: Key Performance Indicator
LAC	: Local Aids Council
LED	: Local Economic Development
LGSETA	: Local Government Sector Education Training Authority
LIBSA	: Limpopo Business Support Agency

LLF	: Local Labor Forum
LM	: Local Municipality
MFMA	: Municipal Finance Management Act
MHS	: Municipal Health System
MIG	: Municipal Infrastructure Grant
MM	: Municipal Manager
MMC	: Member of Mayoral Committee
MOU	: Memorandum of understanding
MRM	: Moral Regeneration Movement
MSA	: Municipal Systems Act
MSP	: Master System Plan
NEMA	: National Environmental Management Act
NER	: National Electricity Regulator
NGO	: Non-Governmental Organization
NMT	: Non Motorized Transport
NPI	: National Productivity Institute
NRA	: National Road Agency
NSDP	: National Spatial Development Perspective
OD	: Organisational Development
OPEX	: Operational Expenditure
PGDS	: Provincial Growth Development Strategy
PMS	: Performance Management Systems
RDP	: Reconstruction Development Programme
RSC	: Regional Services Council
S&LP	: Social and Labour Plans
SALGA	: South African Local Government Association
SAMAG	: South African Men Action Group
SAMWU	: South African Mine Workers Union
SAPS	: South Africa Police Services
SAYC	: South African Youth Commission
SCM	: Supply Chain Management
SDBIP	: Service Delivery and Budget Implementation plan
SMME	: Small Micro Medium Enterprise
TDM	: Transport Demand Management
VIP	: Ventilated Improved Pits
WSA	: Water Services Authority
WSDP	: Water Services Development Plan
WSF	: Water Sorting Facility
WSP	: Water Services Provider

CHAPTER 1:

COMPONENT A: MAYOR`S FOREWORD

The end of each financial year is the perfect time for reflecting on all aspects of development, especially after a year marked by such an enthusiasm, zeal and gusto in the centenary celebration and moving around of the torch. It gives us pleasure to present this Annual Report for the financial year 2011/12. This report is presented at a time when the Capricorn District Municipality has already entered the financial year 2012/13 with new vision and the will to continue delivering on the mandate of meeting the core aspirations of the people in pursuit for a better life.

This Annual Report describes the work of the District Municipality in fulfilling its Constitutional mandate and in meeting its obligations as dictated by the applicable local government legislation. This report therefore doesn't close the chapter on 2011/12 financial year, but builds on our achievements and the mark we made in dislodging the stranglehold of poverty and freeing more of our people out of hunger and diseases.

In this period, a number of exciting developments that are an indication of change for the better have unfolded in our mandate. This amongst other things include the alignment of the organizational structure to the IDP and District Long-Term Strategy to streamline functions with a rationale to do away with non-critical functions and focus on the core mandate of the Municipality.

We also fired on all cylinders to expand access to basic services. At the end of the 2011/12, 87% of the district population had access to water infrastructure, while 88% had access to electricity and sanitation 51%. This service delivery record inspired the Municipality to press ahead harder with more projects on the cards to meet Millennium Development Goals.

This development was despite challenges that we faced such as 'uncoordinated planning of projects', a challenge which prompted us to cajole all partners in service delivery to embrace our integrated approach to planning and development through our systematic intergovernmental (IGR) capacities. Moreover, significant advances were made to provide sustained disaster, emergency and municipal health services.

On the economic front, our Local Economic Development (LED) initiatives yielded positive results in reducing unemployment, especially amongst youth and graduates. To this end, more support was dispensed to small and medium businesses and further provided training to aspiring entrepreneurs in order to re-skill and mould them to become self-reliant and create jobs.

In financial management, following a negative audit outcome, our finger is on pulse to work smarter to improve financial management, especially in areas of compiling credible financial statements; managing water transactions; and implementing water cost recovery. However, the establishment of Municipal Public Accounts Committee (MPAC) and the appointment of the Audit Committee have strengthened financial oversight and also curb prospects of fraud and corruption.

We therefore thank the Office of the Auditor General for guidance and advice on putting up measures to work towards achieving unqualified audit opinion. We also thank our councilors and staff for the unwavering commitment to serving our people. Throughout the years, their dedication has made our people confident in our ability to change their lives for the better. I thank you!

Re Šoma Le Setšhaba
Executive Mayor - Cllr Lawrence Mapoulo

COMPONENT B: EXECUTIVE SUMMARY

MUNICIPAL MANAGER'S OVERVIEW

The year under review marks the 100 years centenary of the ruling party in South Africa and also a continuous democratic developmental local government. Our focus as Capricorn District Municipality is to work towards the clean Audit of 2014.

The year under review has seen a greater degree of professionalism and the strengthening of our administrative impetus but there are still major challenges in our endeavour to make a reality the right of all citizens under our municipal jurisdiction to access services.

Building and strengthening the supply chain management unit included, strengthening our financial controls, improving the work of Council and Council Committees, giving support to activities of the Executing Authority, and implementing intergovernmental programmes.

This report records the progress made by the Municipality in fulfilling its objectives as reflected in the IDP, the Budget and the Service Delivery and Budget Implementation Plan. It also reflects on challenges and priorities for the 2011/12 financial year.

The year 2011/12 was particularly significant for the Capricorn District Municipality. Considerable improvement and progress has been achieved in the services, functions and activities of the Municipality, including:

- a) Meeting of statutory reporting frameworks.
- b) Improving internal controls, both financial and non-financial, resulting in moving from disclaimer to the receipt of a qualified audit report from the Auditor-General's office.
- c) Improved financial and non-financial performance.
- d) Improved integrated planning and budgetary control.
- e) Review of the organisational structures of the Municipality to better position it for efficient and effective service delivery.
- f) Improvement on governance control and accountability.
- g) Stabilisation of the administration by appointing all Section 57 employees, resulting in the establishment of a professional Management Team
- h) Embarking on IT assessment with intention to move towards electronic Performance Management System (PMS) and uniform IT system within the District
- i) Establishing the Project Management Unit to monitor and quality assure the implementation of infrastructure projects
- j) Registration of the bulk water project and also entering into a service level agreement with the Lonmin Mine
- k) Conducting water infrastructure functional assessment with the aim to develop comprehensive Operations and Maintenance (O&M) plan

Making all these achievements possible has been the unremitting attention to effective and efficient administrative support that the management team and staff provided.

This Annual Report sets out the details of what was done by Capricorn District Municipality during the financial year 2011/2012, of utmost vitality the report contains the Annual Financial Statements, Audit Committee Report and other related reports. A summary of the report can also be found under the Performance Overview chapter.

As Capricorn District Municipality we have consolidated our programmes however our institutional arrangements need further strengthening to ensure long-term sustainability. I would like to thank the Executive Mayor, the Mayoral Committee, Council and staff for their contribution in making 2011/12 a success.

Re Šoma Le Setšhaba
Municipal Manager - Ngoako Molokomme

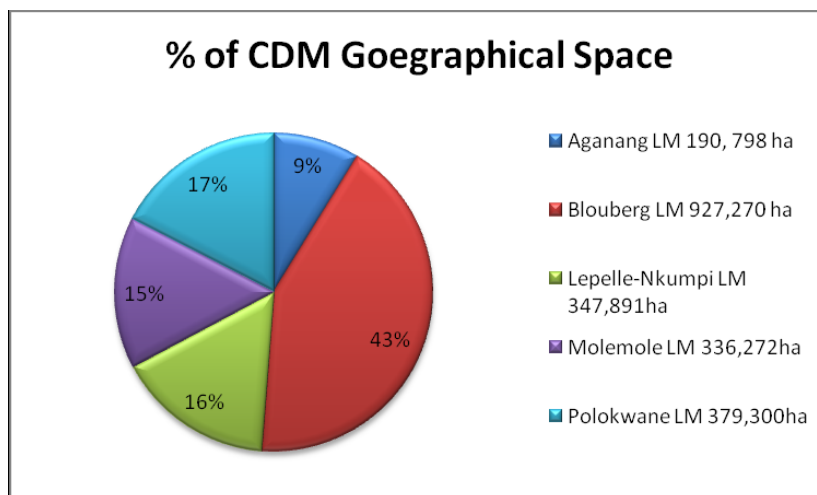
COMPONENT C: MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

1.1. INTRODUCTION

Geographical location of Capricorn District Municipality

Capricorn District Municipality (DC35) is situated in the centre of the Limpopo Province, sharing its borders with four district municipalities namely; Mopani (east), Sekhukhune (south), Vhembe (north) and Waterberg (west). The district is situated at the core of economic development in the Limpopo Province and includes the capital of the province, the City of Polokwane. One national and various major provincial roads pass through the district municipal area, i.e. the N1 - National Road from Gauteng to Zimbabwe and the rest of Africa, the P33/1 (R37) from Polokwane to Burgersfort/Lydenburg, the P94/1 (R521) from Polokwane to Alldays and Botswana and the P17/1 (R71) from Polokwane to Tzaneen and Phalaborwa.

The District Municipality covers an area of about 2, 181,531ha which constitutes 12% of the total surface area of the Limpopo Province. The Figure below shows the five local municipalities with their geographical space portion under CDM. Blouberg Local Municipality has the largest proportion of around 43% (927,270ha) followed by Polokwane Local Municipality, Lepelle-Nkumpi Local Municipality, Molemole Local Municipality and lastly in that order of hierarchy, Aganang Local Municipality which contribute 9% (190,798ha).

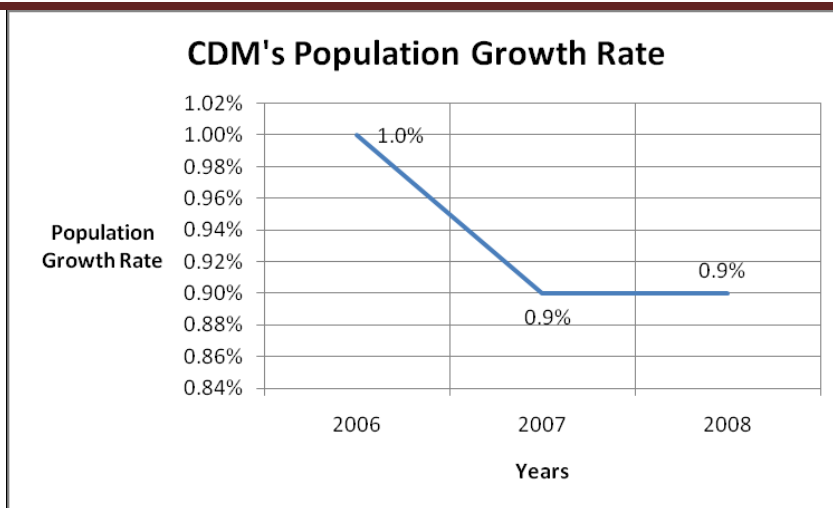


Demographics

Distribution of Population, Households, Wards and Settlements within CDM Municipality

Local Municipalities	Population	% of District Population	No of households	Average household size	No. of Settlement/ Villages	No. of Wards
Aganang LM	145 454	11.7	33 826	4.3	105	19
Blouberg LM	194 119	15.6	35 598	5.4	138	21
Lepelle-Nkumpi LM	241 414	19.4	58 483	4.1	109	29
Molemole LM	100 408	8.0	27 296	3.6	37	14
Polokwane LM	561 772	45.2	130 361	4.3	167	38
Capricorn District	1 243 167	100	285 564	4.3	556	121

Source: Community Survey, 2007



Source: CDM Economic Growth Report, October 2009

Population growth

The figure below indicates that population growth rate within the district is centred on 1.0 % over the last three years. The reasons for the low population growth rates could be due to impact of HIV/AIDS.

Population Growth Rate in CDM

The table below indicates that the district has got more children (37.89%) than the youth (34.89%), which is the economically active group in the population. The fact that the majority of the population in the district is in the age group 0-14 indicates a relatively high population growth. The prospects of a growing population have implications for planning for social, health and welfare and infrastructure services.

Age Distribution in Terms of Gender

Population Details									
Population `000									
Age	2009/10			2010/11			2011/12		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-14	235 276	235 797	471 073	235 276	235 797	471 073	235 276	235 797	471 073
15-35	209 524	224 218	433 742	209 524	224 218	433 742	209 524	224 218	433 742
36-59	90 903	135 171	226 074	90 903	135 171	226 074	90 903	135 171	226 074
60-70+	37 021	75 258	112 279	37 021	75 258	112 279	37 021	75 258	112 279

Source: Statistics SA
T1.2.2

Gender Distribution

The table below shows a male –female ratio in terms of race.

Male –Female Ratio in Terms of Race

Race	Male	Female	Total
Black	555 886	652 754	1 208 640
Coloured	2 502	2 988	5 490
Indian or Asian	413	554	967
White	13 923	14 147	28 070
Total	572 724	670 443	1 243 167

Community Survey, 2007

The district has a total of 572 724 males and 670 443 females. This shows the predominance of females in the district as compared to their male counterparts.

People with Disabilities

Nature of disability	Total	% Total
Sight	9 393	0.18
Hearing	3 923	0.07
Communication	1 519	0.03
Physical	17 512	0.33
Intellectual	3 661	0.07
Emotional	9 569	0.18
Multiple Disabilities	3 811	0.07
No disability	117 3917	22.41
Institutions	19 861	0.38
Total	1 243 167	23.73

Community Survey, 2007

According to table 9 above, 0, 93% of the population within the district has some form of disability, with the physical registering the highest, followed by the emotional and sight respectively

Households distribution

Local Municipality	Estimated Population	No. of Households	Average Household Size	% of District Population
Polokwane	561 772	130 361	6.67	44.02%
Lepelle-Nkumpi	241 414	58 483	6.35	19.74%
Molemole	100 408	27 296	5.52	9.48%
Blouberg	194 119	35 598	5.72	13.97%
Aganang	145 454	33 826	6.39	12.79%
TOTALS	1 243 167	285 565	6.1	100%

Socio Economic Status

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	89 756				24.26 %	
2010/11	89 756				14.18 %	
2011/12	89 756				18.6 %	

T1.2.4

Spatial Analysis and Rationale

This section provides an analysis of the existing spatial patterns that has emerged in the municipal area as well as to understand how the space is utilized. It looks at settlement patterns and growth points (nodes), networks, population concentration areas, land claims and their socio-economic implications. This analysis serves to describe the municipal area in spatial terms and understand how space is utilized in the district. All these aspects have a bearing on future land usage, infrastructure investment, establishment of sustainable human settlements, public transport and local economic development.

Spatial Description

The main characteristics of each of the respective Local Municipalities are summarized below:

Aganang

Aganang Local Municipality is located in the western part of the district. It is the smallest as compared to other municipalities in the district with 190,789 area coverage (Ha). The municipality is mainly rural with 99% of the municipal land under the jurisdiction of tribal authorities. The municipality has no proclaimed township, with the municipal jurisdiction made up of dormitory rural settlements with little or no economic base. Cultivation activities are evenly spread throughout the entire municipality. Aganang through road D3390 (Gilead road) links with Mogalakwena, Lephale and Botswana, this provides potential to the east-west corridor.

Blouberg

The central locality of the municipal area in relation to the rest of the country ensures that a number of important regional routes transverse the area, of which the R521 (Polokwane-Alldays) and D1200 (Dendron-Bochum-GaMankgodi) routes links the municipal area with the rest of the country. Other routes, which are also of a regional and sub-regional importance, are the D1589 which links Blouberg with the Waterberg district municipal area and Botswana and the D1468 (Vivo-Indermark), which should be prioritised due to its economic importance.

Lepelle-Nkumpi

The occurrence of unsettled land claims in the area is hindering spatial development in the municipal area. The municipal area comprises 2 urban nodes, namely the Lebowakgomo District Growth Point and the Magatle Municipality Growth Point, and a surrounding rural area that accommodates both commercial and communal mixed-farming practices. The central locality of the municipal area in relation to the rest of the country ensures that a number of important national and regional routes transverse the area, of which the R37 (Polokwane-Burgersfort) is the most important.

Molemole

This municipality is located on the north-eastern side of the District. The N1 crosses through the municipal area linking the Molemole with Zimbabwe to the north. It comprises farms, plantations, small-scale mining, housing (low cost, informal, middle income), transportation networks (road and rail), agricultural areas (commercial and subsistence), and recreational and community facilities. It has a potential for tourism development, which needs to be improved and marketed to attract and create an economic base.

Polokwane

Polokwane City is the capital of Limpopo and is located on the N1 that extends from Gauteng to Zimbabwe. The spatial pattern of the municipal area reflects the historic "apartheid city" model, with Polokwane as the main centre and other nodes such as Seshego and Mankweng located 10km to the north-northwest and 25km to the east of the city centre respectively. Extremely impoverished rural settlements are scattered in the peripheral areas of the municipal area. The economic space is totally dominated by the Polokwane/Seshego nodal point. By 1996, the town was considered one of the fastest growing cities in South Africa.

The node lies on the N1 axis, which is the main gateway to the rest of Africa. The capacity of this axis is constantly improved and it can be expected that it will become even more important for the transport of goods by road to and from Africa. This status is further supported by with the Polokwane International Airport. The Department of Trade and Industry (DTI) also identified the node as a so-called Industrial Development Zone (IDZ). This supports earlier suggestions that the node be developed as an Export Processing Zone (EPZ). To the northwest of the Polokwane/Seshego node lays Senwabarwana and Thabamoopo, which are districts of the former Lebowa.

Spatial Density

The CDM covers an area of approximately 2 180 530ha. The municipal area consists mainly of commercial farms, game farming, etc. and only approximately 4.24% of the total area is used for settlement purposes (i.e. towns and villages). Approximately 30.53% of all the settlements (i.e. towns and villages) in the CDM area are located within Polokwane Local Municipality. Approximately 20% of all the larger settlements with 5 000 people and more are also located within this local municipal area. All 5 local municipal areas have a large number of small villages, i.e. villages with less than 1 000 people. These

low population densities have serious implications to improve the levels of service provision to communities, as the cost associated with respect to the provision of service infrastructure is very high.

Population Distribution

The population of the district is concentrated largely in the Polokwane Local Municipality (depicted in purple, red and pink for more densely populated areas) and some isolated areas stretching north (Dendron, Bochum, Manthata). Some areas to the north are quite sparsely populated. In reference to the issue of accessibility, the entire district is within a two hour travel time from all major urban services, the southern areas of the district, especially around the Polokwane Local Municipality are best served being within a 1.25 hour travel time, with the northern areas in the Aganang Local Municipality and Blouberg Local Municipality being served less with more than a 1.25 hour travel time away from urban services. Some areas in the far north in the Blouberg Local Municipality may be up to 3 hours away.

1.2. SERVICE DELIVERY OVERVIEW

The following below highlights key achievements:

The year 2011/12 was particularly significant for the Capricorn District Municipality. Considerable improvement and progress has been achieved in the services, functions and activities of the Municipality, including:

- a) Meeting of statutory reporting frameworks.
- b) Improving internal controls, both financial and non-financial, resulting in moving from disclaimer to the receipt of an qualified audit report from the Auditor-General's office.
- c) Improved financial and non-financial performance.
- d) Improved integrated planning and budgetary control.
- e) Review of the organisational structures of the Municipality to better position it for efficient and effective service delivery.
- f) Improvement on governance control and accountability.
- g) Stabilisation of the administration by appointing all Section 57 employees, resulting in the establishment of a professional Management Team
- h) Embarking on IT assessment with intention to move towards electronic Performance Management System (PMS) and uniform IT system within the District
- i) Establishing the Project Management Unit to monitor and quality assure the implementation of infrastructure projects
- j) Registration of the bulk water project and also entering into a service level agreement with the Lonmin Mine
- k) Conducting water infrastructure functional assessment with the aim to develop comprehensive Operations and Maintenance (O&M) plan

Making all these achievements possible has been the unremitting attention to effective and efficient administrative support that the management team and staff provided.

Comment on Access to Basic Services:

The municipality has experienced a positive improvement in terms of its credibility for the past term of Council which is still to be maintained in future. The process meets almost all the requirement to produce the credible IDP/Budget which includes the development of the Framework and Public participation.

Capricorn District Municipality has significantly reduced its backlog on basic services provision. We have reduced our infrastructure backlog to 12.3% for water, 50.70% for sanitation (RDP level), 13.6% for electricity and 88.23% for roads. The municipality has spent a total of R 671m on infrastructure projects from 2007/08 to 2009/10 financial year.

Our strategic objectives for the medium term are as follows:

Water

- By 2014, 100% of the citizens of the district will have affordable, clean and portable water according to RDP standard.
- To provide clean and safe drinking water according to SANS 241

Sanitation

- To provide sanitation service to 70% of the population by 2013/14

Electricity

- By 2013/14, all people in the district should have access to electricity.

Roads

- To tar 4% (100km) of the district roads by 2012
- To improve access to sports facilities to 80% by 2012

Local Economic Development

- Focus will be more on investment promotion, especially on the opportunities available in agriculture, tourism and mining.
- Finalize the establishment of CEDA which will serve as a special vehicle to drive high impact economic interventions and bring investment within the district.

The municipality has in the previous financial year improved in terms of budget spending, hence alternative source of revenue or funding models needs to be exploited in order to realize the millennium goals.

The district has managed to operate within a tight budget whereby reducing over commitments or unfunded commitments. Strategic forward planning has been the core planning for the 2011/12 and MTREF. The operating budget increased by 12% from R380m to R503m in the 2010/11 and 2011/12 financial years respectively. The operational budget mostly funded the operational and soft projects like socio-economic impact study.

1.3. FINANCIAL HEALTH OVERVIEW

The municipality retained a qualified audit opinion for the 2011/12 financial year. However the number of audit finding raised were significantly reduced in relation to preceding financial years. Major challenges causing in our district are thus:

The majority of the audit findings relates to water services and as such the District is affected through the Water Service Authority / Water Service Provider agreement;

- Unauthorized, Irregular, Fruitless and Wasteful expenditure;
- Material misstatements in the financial statements;
- Poor project management of consultants;
- Poor quality and late submission of financial statements;
- Poor internal controls;
- Deviations from the MFMA;
- IT governance and security management
- Poor asset management, and
- Leader buy-in both political and administratively.

The municipality have put measures in place to work toward achieving an unqualified audit opinion, ultimately a clean audit. Since our local municipalities are experiencing high exodus of CFO's due to their rurality in nature, the municipality have contracted service providers to assist the local municipalities on the financial management and accountability.

Capricorn has strengthened the financial oversight by establishing a Municipal Public Accounts Committee in under the leadership of Councilor Tswai. Furthermore an Audit Committee has been appointed led by qualified Chartered Accountants.

In order to enhance the municipality's revenue and build a viable district with the ability to improve and sustain delivery, bold steps have been taken to enforce cost recovery mechanisms from various different revenue streams.

Financial Overview – 2011/12			
Details	Original Budget	Adjustment Budget	Actual
Income	5,148	11,033	15,031
Grants	601,648	672,484	532,317
Taxes, Levies & Tariffs	59,472	59,472	49,569
Other	36,483	45,282	4,676
Sub Total	702,751	788,272	592,593
Less Expenditure	503,956	562,153	460,818
Net Total	198,795	226,119	131,775

Operating Ratios	
Detail	%
Employee Cost	34
Repairs & Maintenance	30
Finance Charges & Depreciation	19

Comment on Operating Ratios:

Employee cost was 4% higher than the expected norm of 30% in relation to the total operating cost. Though the variance is immaterial it relates to the appointment of additional employees

Repairs and maintenance was 10% higher than the expected norm of 20% in relation to the total operating costs. Additional funds were spend on repairs and maintenance to ensure that all assets are in a good and working condition.

Finance Charges and Depreciation was 9% higher than the expected norm of 10% in relation to the total operating cost. This relates to the increase in loans to municipal entities and the procuring of assets during the year under review. T1.4.3.

Total Capital Expenditure 2009/10 – 2011/12			
Detail	2009/10	2010/11	2011/12
Original budget	470,349	164,395	270,921
Adjustment budget	433,844	165,563	310,177
Actual	217,755	99,548	146 487

Comment on Capital Expenditure:

The variation between the Original Budget and the Adjustments Budget is resulting from the projects rolled over from the previous financial year, whereas the variation between the budget and actual results from projects which could not be finalised by the end of the financial year. The planning for the projects was done late hence the municipality adopted the forward planning, whereby planning for projects for the next financial year is done in the current financial year.

1.4. ORGANISATIONAL DEVELOPMENT OVERVIEW

Organizational Development Performance

Human Resource Management is central to the strategic thrust of the District. It is geared to achieve optimal outcomes and impact on Service Delivery. The function is organized and discharged through the following units; HR Provisioning and Maintenance, Training and Organizational Development, Labor Relations and Payroll management.

- Provisioning and Maintenance is responsible for implementation of the organizational structure through recruitment, both internally and externally.
- Payroll ensures that salaries are paid timeously and in accordance to legislative requirements.
- Labour Relations manages and ensures sound labour practices..
- Performance Management for improved individual Performance Management
- Organizational Development for organizational renewal
- Training and Organizational Development coordinates training programmes in an integrated approach for both employees and councilors.

The Human Resource Management (HRM) is further strengthened through various Committees in line with Good Governance.

- Training Committee
- Work Place Forum (Local Labour Forum)
- Employment Equity Committee
- Health & Safety Committee
- Remuneration Committee

A. External Bursary Programme

The municipality awarded 40 bursaries to students. This year's intake was geared towards students intending to pursue training in the field of Civil Engineering and water related qualifications. The students were placed in the Capricorn Further Education and Training (FET) College - Seshego Campus.

B. Internal Employee bursary programme

The municipality awarded bursaries for 37 employees for the 2012 academic year. The fees paid towards the bursary covered the travelling and accommodation.

C. Developed and implemented the Workplace Skills Plan

The Workplace Skills Plan (WSP) was submitted to the Local Government (LGSETA) 30 June 2011. The municipality received R 688 487.62 mandatory grants in the form of rebates from the LG SETA. Deposits for the rebates were being tracked in collaboration with Department of Finance. The municipality was able to implement a number of learnerships in partnership with various stakeholders such as Lepelle Northern Water, the Department of Cooperative Governance, Human Settlements and Traditional Affairs. The learnerships were in the area of Integrated Development Planning, Waste Water Treatment and Reticulation as well as Local Government Accounting.

The municipality has placed interns for workplace training as follows:

Division	Number
Communications	03
Human Resources	01
Risk	01
IT	03
Finance	03
Legal Services	01
Infrastructure	04

Community Services	03
LED	01
Admin	01
Total	21

D. Developed and Implement HRD Strategic Plan

This initiative was part of the Institutional / Organisational Development (OD) Project that was being facilitated by Resolve Group and the HRD strategy has been completed.

E. Implementation of the Training Plan

Training unit has been able to procure the following training programme:

- i. Computer Training offered by DBSA
- ii. Disaster Training
- iii. Fire Fighter 2 and Hazmat
- iv. Programme and Project Management
- v. Municipal Governance
- vi. Municipal Finance Management Programme
- vii. Executive Leadership Development Programme
- viii. Employment Equity Training
- ix. Arbitration Training
- x. Records Management
- xi. Environmental Management
- xii. Waste and Wastewater Process Control
- xiii. ABET

F. Institutional/organisational Development

The municipality has successfully implemented the Institutional Development project. The project was facilitated by Resolve Group and the Institutional Development Project was intended to deliver the following:

- A revised organisational structure inclusive of Water Services and Municipal Health;
- Validated and quality assured job descriptions for all positions;
- Evaluated jobs on the Trained Assessment Skills and Knowledge (**T.A.S.K**) job evaluation system to determine the size/job grades and relative ranking of jobs in the municipality;
- A remuneration review report – with specific focus on travel allowance – highlighting anomalies and/or discrepancies as well as concrete recommendations on how to address the anomalies/discrepancies;
- A placement framework that will guide the placement of staff (particularly those that have been absorbed from the former DWAF and Environmental Health) onto the organisational structure;
- A change management model and capacitated “change agents”; and an Human Resource Strategy.

G. Implement Employee Wellness

The Employee Wellness unit continues to offer support to employees and manage personal cases of employees experiencing personal challenges. Through this services the municipality also supports the employee sports and recreation programme. The division has been resourced with a coordinator and this has elevated the role of the service in the organisation.

H. Individual performance management

The Performance Management Unit has processed and paid performance rewards for the 2011/2012 financial year.

1.5. PERSONNEL PROVISIONING

A. Progress on Appointments

Department	Position	Number Of Posts
Infrastructure Services	Senior Manager: Infrastructure Services	1
	Water Plant Operators	8
Corporate Services	Senior Manager Corporate Services	1
	Driver	1
	Deputy Manager: Administration	1
Strategy, Planning and Economic Development	Secretary	1
	LED Interns	3
Executive Management	Secretary to the Executive Mayor	1
	Secretary to the Chief whip	1
	Secretary to the Municipal Manager	1
	Secretary to the Speaker	1
	Internal Auditor	2
	HIV Officer	1
	Municipal Manager	1
	Administrator	1
Financial Services	Accountant AFS	1
	FMG Interns	2
Community Services	Junior Fire Fighters	4
	Fire Fighters	2
	Leading Fire Fighter	1
	Control Room Operators	2

B. Promotions

- Executive Management – 1 (Deputy Manager Council Support)
- Corporate Services – 1 (Admin Clerk Training)
- Community Services -- 9 (Leading Fire Fighter, 3 Senior Fire Fighters & 5 Fire Fighters)

C. Terminations

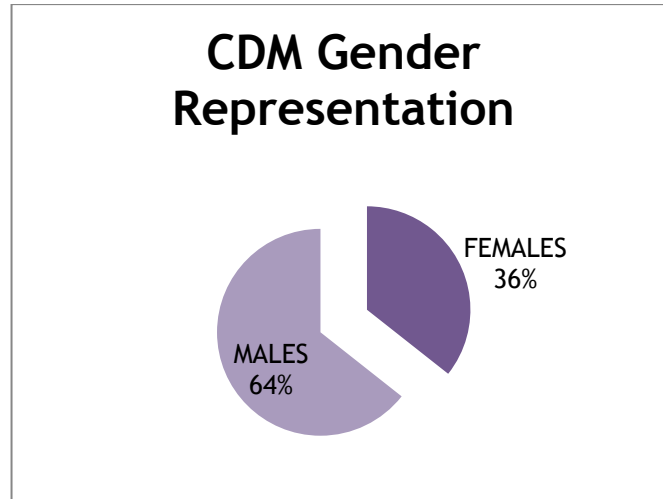
- Strategy, Planning & Economic Development – 1 (Economic Development Officer)
- Infrastructure Services – 3 (Senior Manager Infrastructure Services, Health & Safety Officer, Technician Water Development)
- Financial Services – 4 (2 Interns, Manager Income, Salaries Administrator)
- Executive Management – 2 (Internal Auditor, Senior Manager Executive Management)
- Corporate Services – 5 (Driver, Secretary, Business System Administrator, Deputy Manager Labour Relations, Manager Human Resources)
- Community Services: – 1 Station Officer
- Transferred personnel – 9 (Senior Operator, 5 General Workers, 2 Environmental Health Practitioners, Artisan)

Employment Equity Representation

The Employment Equity Report for the 2011/ 2012 financial year was submitted before the closing date which was 15 January 2011.

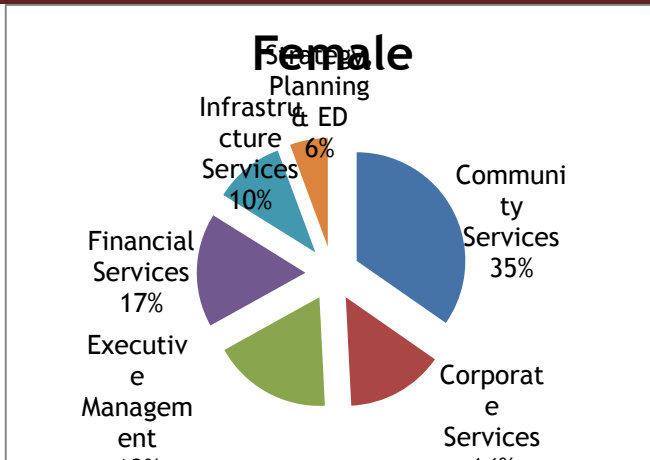
Males: 64%
Females: 36%

Employment Equity All Employees		
Females	Males	Total
191	345	522



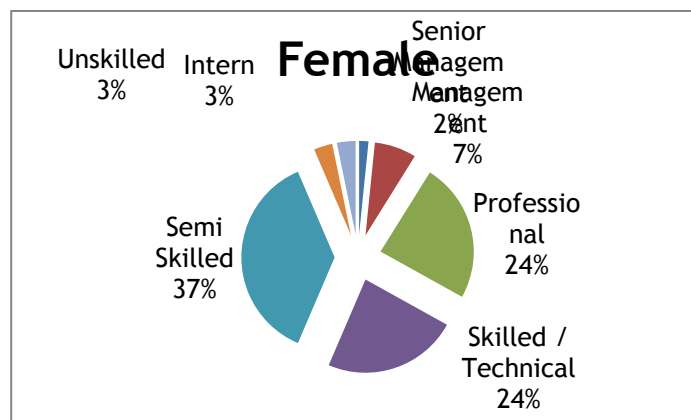
Employment Equity Per Department - SAP

Count of Gender Key	Column Labels		
Row Labels	Female	Male	Grand Total
Community Services	43	50	93
Corporate Services	18	18	36
Executive Management	22	19	41
Financial Services	21	7	28
Infrastructure Services	13	19	32
Strategy, Planning & ED	7	7	14
Grand Total	124	120	244



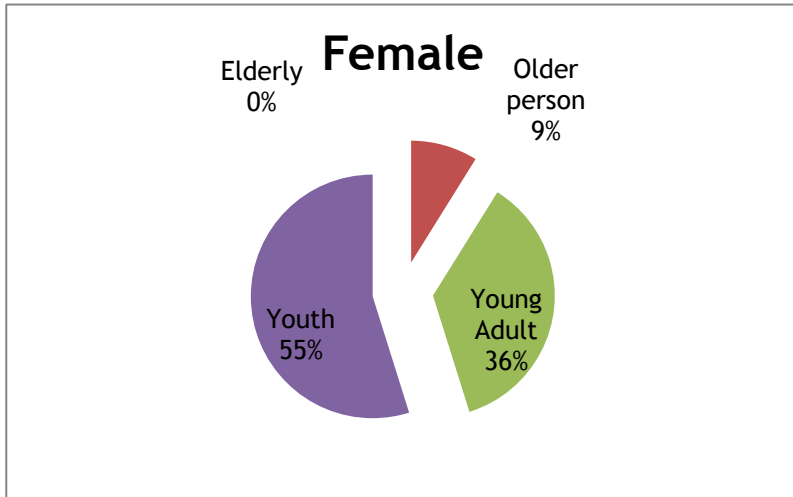
Equity Representation as Per Employment Category

Count of Gender Key	Column Labels		
Row Labels	Female	Male	Grand Total
Senior Management	2	4	6
Management	9	23	32
Professional	30	38	68
Skilled / Technical	29	27	56
Semi-Skilled	46	27	73
Unskilled	4		4
Intern	4	1	5
Grand Total	124	120	244

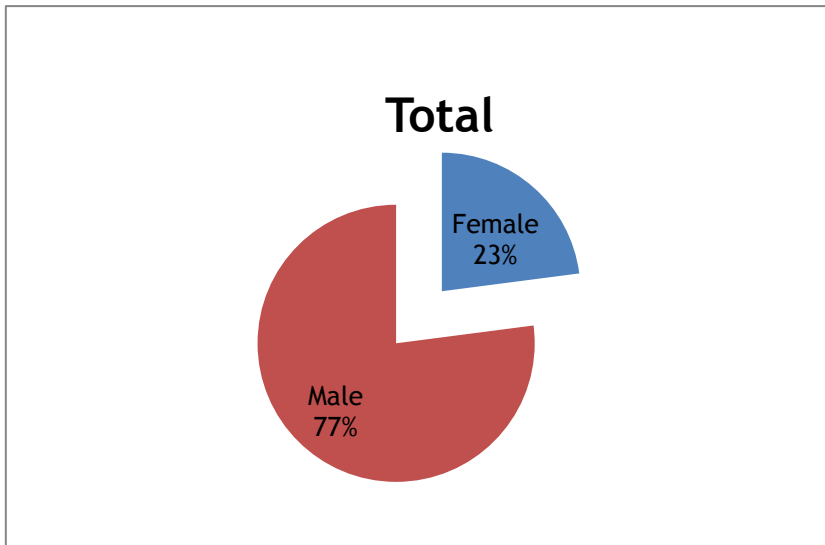


Count of Gender Key	Column Labels		
Row Labels	Female	Male	Grand Total
Elderly		2	2
Older person	11	22	33

Young Adult	45	49	94
Youth	68	47	115
Grand Total	124	120	244



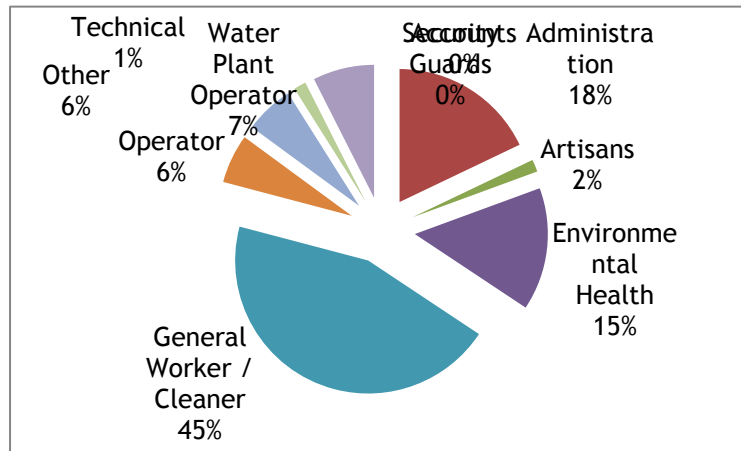
Employment Equity All Employees (Including Payday)		
Females	Males	Total
191	345	522



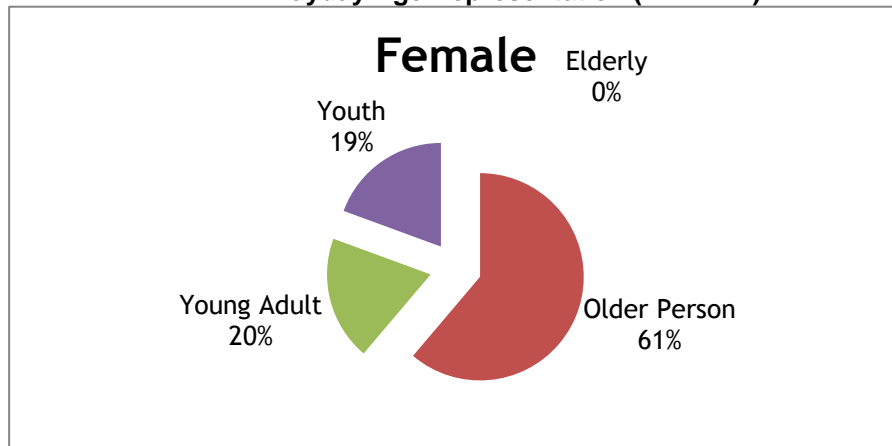
Payday Employment Category

Count of GENDER	Column Labels		
Row Labels	Female	Male	Grand Total
Accounts		1	1
Administration	12	13	25
Artisans	1	17	18
Environmental Health	10	15	25

General Worker / Cleaner	30	52	82
Operator	4	69	73
Other	4	40	44
Security Guards		6	6
Technical	1	1	2
Water Plant Operator	5	11	16
Grand Total	67	225	292



Payday Age Representation (PAYDAY)



Employment Equity as Per Positions – Transferred Employees

D. Competent Human Capital Recruited And Maintained

Leave Management

Employees:

- Personal leave files were opened for all employees including transferred employees.
- Approved leave applications were captured weekly on SAP and for transferred employees on Excel.

- In November 2009 all employees except transferred employees were given personal leave reports in order to verify and confirm the number of leave days that they had. They were given a timeframe to submit any queries that they had. Employees who had days in excess of 48 on accumulated were then given until 30 June 2010 to use all the excess leave days because the maximum number of days allowed on accumulated is 48.

SAP System:

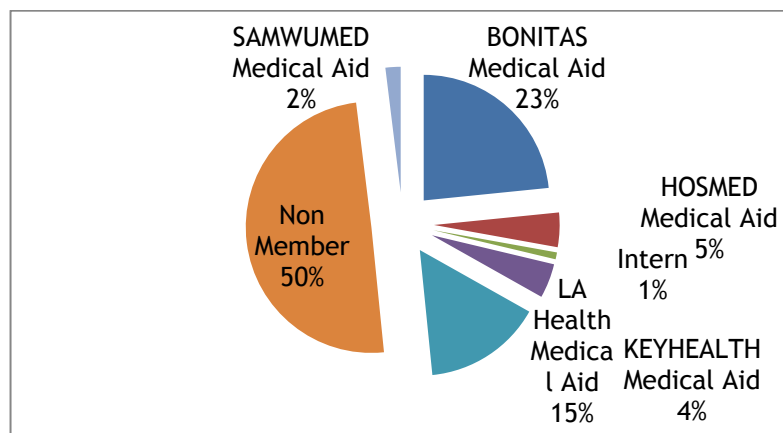
- SAP Consultants from EPI – Use were appointed to address the leave management challenges that we experienced.
- The system configurations were done and we are currently able to deduct leave taken from either annual leave quarter or accumulated leave quota, which was not possible before.
- The 50/50 study leave quota were created in line with the policy.
- The long service leave quota was created for recognition of long service and compensation. The system automatically credits the employee when they reach the service period, we no longer have to use the employee’s annual days for this compensation like we did previously.
- The system allowed 6 months after the leave cycle for an employee to use the remaining leave days and they will be kept as unused leave days and they will also reflect on the payslips.

E. Benefits Report

The following is a representation of the employees’ benefits (med aid & pension) in the 2011/2012 financial year.

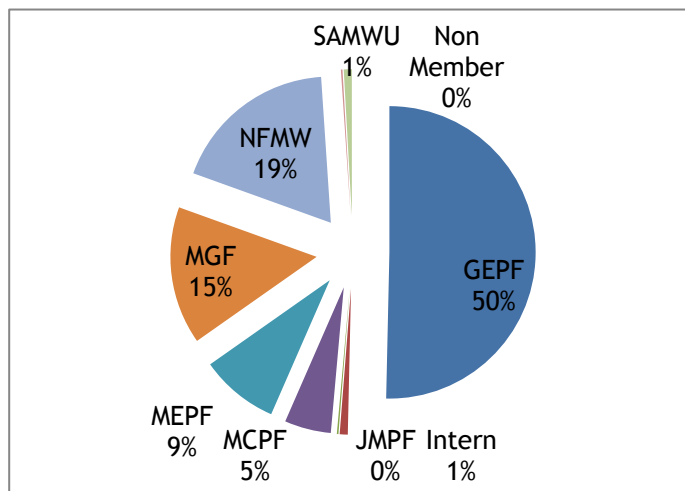
Medical Aid Administration:

Row Labels	Count of Social Insurance Company
BONITAS Medical Aid	132
HOSMED Medical Aid	25
Intern	5
KEYHEALTH Medical Aid	25
LA Health Medical Aid	86
Non Member	280
SAMWUMED Medical Aid	11
Grand Total	564



Pension Funds Administration:

Row Labels	Count of Pension Fund
GEPF	284
Intern	5
JMPF	1
MCPF	29
MEPF	49
MGF	86
NFMW	104
Non Member	1
SAMWU	5
Grand Total	564

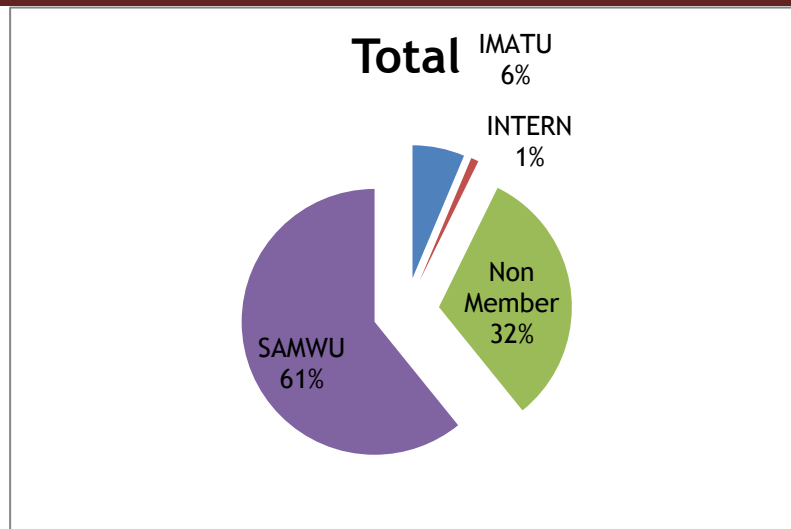


F. Union Membership

The following is a representation of the employees' union affiliation in the 2011/2012 financial year.

CDM Union Membership

Row Labels	Count of Union Membership
IMATU	34
INTERN	5
Non Member	171
SAMWU	326
Grand Total	536



G. Labour Relations

The main aim was to enhance productivity and maintain stability in the workplace.

- **Disciplinary Cases**

6 Disciplinary cases were handled during the year and all of them were finalized.

- **Functionality of Local Labour Forum**

A total of 9 meetings were held during the year under review to engage on labour matters.

- **Occupational Health and Safety Achievements**

A committee on Occupational Health and Safety was established and one training session for the committee. The municipality procured First Aid kits during the year under review.

H. Workshop Employees on HR Policies and Conditions of Service

HR Policy workshops were held with unions and employees in the 2011/2012 financial year.

I. Ensure compliance with labour legislation

Efforts are made to comply with all applicable pieces of legislation. These legislation include Labour Relations Act, Occupational Health and Safety Act, Basic Conditions of Services Act and others. The SALGA membership levy for 2011/12 paid to the amount of R 1 187 091.00 and an amount of R 1 594 425.81 was paid to the Compensation Commissioner for the 2011 assessment. T1.5.1

1.6. AUDITOR GENERAL REPORT

AUDITOR GENERAL REPORT 11/12

The Auditor General have audited the financial statements of Capricorn District Municipality which is attached as an appendix, which comprise the statement of the financial position as at 30 June 2012, the statement of financial performance, statement of changes in net assets and the cash flow statement for the year then ended and the notes, comprising a summary of significant accounting policies and other explanatory information.

The audit involved performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depended on the auditors' judgement including assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considered internal controls relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also included evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by management as well as evaluating the overall presentation of the financial statements.

The Auditor general have audit evidence that they have obtained us sufficient and appropriate to provided a basis for qualified audit opinion.

Refer to the appendixes Volume II – annual financial statements 2011/2012

1.7. STATUTORY ANNUAL REPORT PROCESS

IDP/Budget Review Process Plan 2012/2013 Activity	Date	Responsibility
Review of 2010/11 Organizational Performance on IDP and Budget	13 July 2011	Management/Municipal Manager
Approval of IDP & Budget time schedule	25th August 2011	Executive Mayor/Council
Tabling and approval of the Annual Performance Report, Policy review process plan and SDBIP process plan to Mayoral Committee and Council	25th August 2011	Mayoral Committee/Council
Finalize analysis phase of the IDP	End October 2011	Municipal Manager/IDP Manager
Departmental and Management Strategic Planning Sessions	21st November -09 December 2011	All Departments
Tabling Budget policy framework to Mayoral Committee and Council	09th December 2011	Municipal Manager/Executive Mayor
2010/11 Draft Annual Report (for adoption)	January 2012	Mayoral/council
Public hearings on 2010/11 Annual Report	January- February 2012	Municipal Manager

Comment on the Annual Report Process:

CDM has utilized the old format of the annual report. The presentation of this new format has delayed some of the information required since we had to cover three years back. T1.7.1.1

CHAPTER 2 – GOVERNANCE

CDM is a Category C municipality that has both the executive and legislative authority in an area that includes more than one municipality.

The division of powers and functions between the district municipalities 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. The following district municipal powers and functions were 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 public works relating to any of the above functions or any other functions assigned to the local municipality.

The powers of the district -as mandated by Section 84 of the Municipal Systems Act- Provincial and National Departments

The Executive Mayor and the Speaker head the political component of the municipality. The overall executive and legislative authority vests in Council. However, CDM has an approved delegation system 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 Councillors. Other powers have been delegated to the Municipal Manager.

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

Council comprises of the political and administrative components responsible for decision-making and implementation respectively. The Executive Mayor and the Speaker head the political component of the municipality. The Municipality has all the powers assigned to it in terms of the Constitution as well as relevant national and provincial legislations. The municipality has the authority to take any possible actions to effectively exercise powers assigned to it.

Political Governance

The Council of the District Municipality may designate any of the following office-bearers as full time councillors in terms of section 18(4) of the Municipal Structures Act, 1998:

- Speaker;
- Executive Mayor;
- Chief Whip and
- Members of the Mayoral Committee (5 out of 10 are full-time).

The Council of the District Municipality consists of 53 Councillors as determined in Provincial Notice No. 22 dated 06 March 2006. The District Municipality has the following councillors:

- 21 proportionally elected councillors;
- 4 Councillors appointed by the Blouberg Local Municipality;
- 4 Councillors appointed by the Aganang Local Municipality;
- 3 Councillors appointed by the Molemole Local Municipality;
- 15 Councillors appointed by the Polokwane Local Municipality; and
- 6 Councillors appointed by the Lepelle-Nkumpi Local Municipality.

Traditional leaders play an important role in line with Traditional Leadership and Governance Framework Act, 2003 (Act No. 41 of 2003) in supporting the municipality to identify community needs within their areas, and through the District Traditional Leaders Forum by promoting the ideals of co-operative governance, integrated development planning, sustainable development and service delivery. They fully comply with the Act particularly in terms of Chapter 4 (12), and have established a Local House of Traditional Leaders in accordance with provincial Legislation for the area of jurisdiction of the district.

EXECUTIVE MAYOR**Makgabo Lawrence Mapoulo**

A delegated powers and functions to our mayor-

- promote the image of the municipality
- to ensure that the executive committee performs its functions properly
- to lead and promote social and economic development in municipality
- to preside over public meetings and hearings
- to convene public meetings and hearings
- to promote inter-governmental and inter-institutional relations
- to identify those of the municipality's activities that need a specific committee of councillors to investigate, discuss, evaluate and report and make recommendations to the executive committee after consultation with the municipal manager;
- to appoint a member of the executive committee as chairperson for each committee established by the council;
- to ensure, in consultation with the municipal manager, that a proper committee service responsible for the agendas and minutes is in place for the executive and other committees, that all committees meet regularly and that they submit reports to the executive committee timely;
- to take responsibility for the quality and speed of decision-making in the executive committee;
- to, build, maintain and enhance sound relationships between the council, councillors and the administration in consultation with the municipal manager;
- to be available on a regular basis to interview the public and visitors to the municipal offices, and to interact with prominent business people as well as developers;
- to perform such ceremonial role as the council may determine by resolution from time to time; and
- to assess the performance of the municipal manager and the mayor's personal assistant, if any, in terms of the relevant performance agreement.

SPEAKER**Nakedi Maria Lekganyane**

The speaker of a municipal council must-

- (a) presides at meetings of the council;
- (b) performs the duties and exercises the powers delegated to the speaker in terms of section 59 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000);
- (c) must ensure that the council meets at least quarterly;
- (d) must maintain order during meetings; must ensure compliance in the council and council committees with the Code of Conduct set out in Schedule 1 to the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000); and
- (f) must ensure that council meetings are conducted in accordance with the rules and orders of the council.

CHIEF WHIP**Hlengani Patrick Baloyi**

The Whip of a municipal council is the to do-

- Political management of council meetings and committee meetings
- Inform councillors of meetings called by the Speaker and the Mayor and ensuring that such meetings quorate
- Advises the Speaker and Mayor on the Council agenda
- Informs councillors on important matters on the relevant agenda

- Advise the Speaker on the amount of time to be allocated to speakers and the order of such speakers addressing the Council
- Ensures that councillors' motions are prepared and timeously tabled in terms of the procedural rules of Council
- Assisting the Speaker in the counting of votes
- Advising the Speaker and the Mayor of urgent motions
- Advising the Speaker and Mayor on how to deal with important items not disposed of at a Council meeting

2.1. MAYORAL COMMITTEE IN CDM

Name of Committee	Chairperson	Support Department	Cluster
Finance	Cllr. Dandane Pheeha Gabriel	Finance	Institutional Transformation
Corporate Services	Cllr. Tsheola Kwena Gloria	Corporate Services	Institutional Transformation
Strategy and Planning	Cllr. Mashangoane Puleng Roseline	Strategy and Planning	Institutional Transformation
LED	Cllr. Masoga Matome Calvin	LED	Institutional Transformation
Special Focus	Cllr. Vilankulu Raisibe Julia	Executive Management	Institutional Transformation
Water and Sanitation	Cllr. Moropa Joel	Infrastructure	Basic Services
Roads and Transport	Cllr. Kgatla Elizabeth	Infrastructure	Basic Services
Energy Provisioning	Cllr. Mokopane Matsaung	Infrastructure	Basic Services
Health, Environment and Emergency	Cllr. Betty Kgare	Community Services	Social Services
Sports, Arts and Culture	Cllr. Boloka Mushaisane Phineas	Community Services	Social Services

Councillors

Part-time councillors are expected to play a political role in representing residents and other stakeholders thereby providing the political linkage between the council and the community.

Part-time councillors therefore play a key role in facilitating consultative processes that are envisaged in the Systems Act as well as is in the MFMA, particularly with regard to budgets, IDPs, budget-related policies, tariff setting for services, indigent policies, long-term borrowing.

Portfolio Committees

CDM has established Portfolio Committees to discuss and recommend policies to Council. Portfolio Committees, as the engine room of Council, serve as an interface between the political structures of Council with the 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, forwards them to Council for adoption. Through Portfolio Committees, Councillors are able to give political direction to the administrative programmes of Council.

There is an existing Audit Committee attached to our municipality that provides opinions and recommendations on financial processes and performance and provides comments to the Oversight Committee on the Annual Report.

We have also established an Oversight Committee, comprised of non-executive councillors, with the specific purpose of providing our Council with comments and recommendations on the Annual Report. The Oversight Committee report is published separately in accordance with MFMA guidance.

Political Decision-Taking

The overall executive and legislative authority vests in Council. The Council take all the major decisions of the Municipality. However, CDM has an approved delegation system 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 Councillors. Other powers have been delegated to the Municipal Manager and directors. These powers have to be further cascaded to the other management levels in the institution. The proper application of the delegations system will improve time management within the institution and fast track the pace of service delivery in the community.

2.2. ADMINISTRATIVE GOVERNANCE

The administrative structure of CDM comprises of six (6) departments with their small units. The Municipal Manager is the head of the administrative component and acts as the municipality's Accounting Officer. The administrative structure is divided into six departments headed by Section 57 Managers reporting directly to the Municipal Manager. The departments are: Executive Management; Finance; Corporate Services; Community Services; Infrastructure Services; Strategy, Planning and Economic Development.

Duties in relation to the administration

The municipal manager is responsible, subject to the policy direction of the council, for the management of the administration in accordance with the Systems Act and other applicable legislation. Importantly, the municipal manager is tasked with the implementation of the IDP and the monitoring of its progress and making sure that the municipality is financially viable.

The onus is on the municipal manager, as head of the administration, to see to the implementation of the principles and values in his or her administration. Critically, section 51(d) of MSA stipulates that all staff and councillors must align their roles and responsibilities with the priorities and objectives of the IDP. The municipal manager also ensures that everyone within the administration contributes towards the implementation of the IDP.

Senior Management and Management

CDM council also appointed Senior Managers, after consultation with the Municipal Manager. Municipal manager has negotiated performance contracts (s 57 of the Systems Act) with new appointees. This represents a balance between the council's interest in appointing a senior management team to drive its IDP goals and the municipal manager's interest in having an opportunity to influence appointments and subsequently formalising what is expected of the new manager in a performance agreement. The working relations in CDM is high-quality. The Municipal Manager together with Section 57 managers has established a Senior Management committee where departmental issues of the municipality are deliberated and such matters are taken to Council for decision making. There is also a third layer of managers (s56 of the Systems Act) that are managing as line managers and they participate in Management committee where issues of sectional units are deliberated.

Dir's Optional

Snr Manager: Executive Management

Mr Ike Tjebane

Managing issues of Executive Management where the following Units are located (office of the Mayor, Whip, Speaker, Communications, Audit, Risk, IGR, Council Support and Special Focus)

Snr Manager: Corporate Services

Ms Motlatjo Manthata

Managing issues of Corporate Services where the following units are located (administration, legal, Human resource, PMS, IT)

Snr Manager: Infrastructure Department

Mr Freddy Mamuremi

Managing issues of Infrastructure department where the following units are located (Water Quality, ISD, Sanitation, Roads, Energy, O&M, designs)

Snr Manager: Community Services

Mr. Isaac Motsuki

Managing issues of Community Services department where the following units are located (Environmental management, environmental health, fire and disaster, sports, arts and culture)

Snr Manager: Strategic Planning and LED

Ms Adelaide Monyepao

Managing issues of Strategic Planning and LED where the following units are located (IDP, LED, Planning, GIS, PMS institutional)

Chief Financial Officer

Mr Templeton Phogole

Managing issues of Financials where the following units are located (income, budget, SCM, Salaries,)

Human Resource Management

The municipality had 531 employees, of which 343 were Males and 188 were Females. We had a 35/65 balance across the municipality in terms of female and male balance. However this was proliferated at lower levels of employment categories and not at senior managerial levels. The table below depicts the current equity status in respect of the designated categories of employees at levels 0 - 3 for the year 2011.

Equity Status per Occupational Category as at December 2011.

Occupation Category	Male				Female				People with Disability	Total
	African	Coloured	Indian	White	African	Coloured	Indian	White		
0-3	26	0	0	1	11	0	0	0	1 African Male	39
Percentage	4.98%	0	0	0.18%	2.07%	0	0	0	0.18	7.41%

COMPONENT B: INTERGOVERNMENTAL RELATIONS

Introduction to Co-Operative Governance and Intergovernmental Relations

Our Inter-Governmental Relations (IGR) was really about improving the delivery of outcomes through effective systems, processes and procedures that ensured cooperation of different role players around policy formulation, planning, monitoring and support and delivery.

2.3. INTERGOVERNMENTAL RELATIONS

A District Framework Protocol was developed to guide the activities of the IGR processes in the District. CDM has established IGR Structures in terms of the Intergovernmental Relations Act 13 of 2005. The District Executive Mayor IGR is the decision making within the District and its family of municipalities. The Executive Mayor's forum participates to the Premier's IGR forum that is convened by the Premier to implement resolutions taken at Provincial level.

The Municipal Managers' IGR sits on regular bases to recommend issues to be discussed and implement resolutions of the political IGR. The following are "political" and non-political inter-governmental Structures that facilitate inter-governmental relations within the province, between the district, province and local municipalities:

Structures	Participants	Responsibility
Political Structures		
Premier's Intergovernmental Forum	Premier Mayors Heads of Departments Municipal Managers	Co-ordination of inter-governmental relations (Provincial and Local Government)
Mayors' Intergovernmental Forum	Executive Mayor Mayors Traditional Leaders Municipal Managers	Co-ordination of inter-municipal relations (District and Local Municipalities)
District Speakers' Forum	Speakers of District and Local Municipalities	Co-ordinate public participation processes in the municipalities
Non-Political Structures		
Municipal Managers' forum	All municipal managers within the district	To discuss implementation of IDPs
Clusters	Councillors Municipal Managers Municipal Senior Managers (Directors)	Co-ordinate policy issues affecting government at a district level (between sector departments and municipalities)
Technical Committees of Clusters and all other forums	Sector Departmental Officials Municipal Senior Managers (Directors) Municipal Officials	Provide inter-governmental inputs into the work of Clusters
Provincial Development Planning Forum	IDP Managers at local and district level; Development Planners from the Provincial Sector Departments; and Parastatals	Provide for a coherent intergovernmental planning framework and alignment and integration of development plans in the province.
District Development Planning Forum	Managers in IDP, LED, Infrastructure and Town Planning Units at local and district level; Development Planners from the Provincial Sector Departments at district and provincial level; and Parastatals	Forum wherein planners in the district converge and conduct joint planning as well as co-act on the directives from both the National Development Planning Forum and the Provincial Development Planning Forum
Provincial M&E forum	Sector Depts. M&E specialists	Provide for a provincial wide M&E framework for implementation of plans

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

Risk Management

CDM ensured pro-activeness by putting in place preventative and protective measures to mitigate business risks, thus ensuring that all the objectives set out in the IDP are achieved. The Risk Management Strategy, Fraud Prevention Plan and the Whistle blowing policy were in place and being implemented. The risk management committee was established to monitor the implementation of risk mitigation strategies employed by departments on a quarterly basis. The fraud hotline was fully functional with reported cases being investigated continuously. Awareness campaigns were conducted.

Internal Audit

The Internal Audit unit conducted regulatory, internal control, performance audits and IT audits on quarterly basis and presented to the Audit Committee for approval. These audits were informed by the three (3) year strategic and annual audits coverage plans which were reviewed annually. Follow-up audits were conducted on both Auditors General and internal audit report and progress reports were submitted to management and Audit committee for review. The Audit committee presented their report to Council on annual basis.

Community/Public Participation

CDM had public participation mechanisms within its area of jurisdiction which included among others Council Outreach programme, IDP Public Consultations. The CDWs and councillors were meant to assist communities to participate in issues of governance within their localities.

Communication

The CDM had achieved remarkable progress in institutionalising and implementing its Communication Strategy, Consultation mechanisms, Stakeholder participation and Customer Care. The mechanisms that the District utilises in communication included a District-wide 16 page newsletter-Mogarafase and Mgobozi, the annual report, websites, local and national newspapers, provincial , flyers, events, brochures, the ward committee system, CDW"s, as well as loud hailing and local radio stations.

2.4. PUBLIC MEETINGS

Communication, Participation and Forums

The District communicates through the public participation strategy that was developed and implemented as approved. Despite Imbizos, Outreach, Over-sight meetings, there were specific IDP/Budget meeting that were approved in the 10/11 Framework/ Process plan of the District. The stakeholders were representatives of various organized and unorganized like NGO/CBOs (which have advocacy) formations. Those are the IDP representative forums that sit twice per year and composed of members from various organizations within the District.

The consultation process was conducted through various forum meetings as follows i.e. held on the 14th September 2011 and 02 May 2012 all at Oasis Lodge. The consultation meetings for stakeholders to make comments and inputs on the draft IDP/Budget document between April and May.2012 Traditional leaders on the 25th April at Shamrock Lodge, Business community and Academic institutions on the 17th of April 2012 at Polokwane Royal Hotel, NGO/CBOs on the 24th at St. Marco Hall

The District have the data-base for its entire stakeholder that took place during those consultation sessions. The political component especially the Executive Mayor and Mayoral committee led all the public consultation process in order to strengthen its effectiveness. The amount of R500 000 was allocated to run the process efficiently. The 2011/12 IDP documents is placed within the website which is of great importance for those who cannot access the documents within the District premises. The District developed the customer survey framework as a guideline for conducting surveys. T2.4.1

Ward Committees

The district is not facilitating the Ward Committees, however, we are working closely with them. The local municipalities in the District have ward committee policies, which are in line with the Provincial policy.

Comment on the effectiveness of the Public Meetings Held:

There is an Institutional Social Development (ISD) programme that is aimed to facilitate the participation of affected community members in the project cycle as well as facilitate that the associated social and economic benefits of employment, training and promotion of the local economy are realized. It also fosters communication and creates a feedback mechanism between elected representatives (PSC"s) and the communities they represent and further facilitates the active involvement of beneficiaries in the implementation of projects.

Challenges

- There is a need for capacity building of ward councillors that need to be coordinated at a district level.
- As well there is no measurement tool for performance of councillors across all municipalities.
- The lack of efficient ward committee system and the perceived differences between the CDWs and the Ward Committees are also a challenge.

Interventions

In order to ensure the effectiveness of community participation mechanisms an efficient Ward Committee system is essential. The local municipalities in the District have ward committee policies, which are in line with the Provincial policy. However, there needs to be more focus paid to addressing the perceived differences between ward committees and CDWs in the District. The District will continuously monitor the functionality of ward committees in order to improve and appraise their successes. T2.4.3.1

2.5. IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

COMPONENT D: CORPORATE GOVERNANCE

2.6. RISK MANAGEMENT

CDM is in a continuous process of ensuring pro-activeness by putting in place preventative and protective measures that will mitigate business risks, thus ensuring that all the objectives set out in the IDP are achieved. The Risk Management Strategy, Fraud Prevention Plan and the Whistle blowing policy are in place and being implemented. The risk management committee has been established to monitor the

implementation of risk mitigation strategies employed by departments on a quarterly basis. The fraud hotline is fully functional with reported cases being investigated continuously. Awareness campaigns are conducted annually.

2.7. ANTI-CORRUPTION AND FRAUD

Fraud and Anti-Corruption Strategy

In terms of Chapter 2, Part 1 of the Prevention and Combating of Corrupt Activities Act, 2004, Any person who directly or indirectly accepts, agrees or offers to accept, gives or agrees or offers to give to any person any gratification for himself or another with the purpose of acting personally or influencing another person to act in a manner that is: illegal, dishonest, unauthorised, incomplete or biased; misuse or selling of info acquired in the carrying out of functions arising out of a statutory/contractual, legal obligation; the abuse of position of authority; a breach of trust; violation of a legal duty or set of rules; designed to achieve unjustified result; amounts to any other unauthorised or improper inducement to do or not do anything IS GUILTY OF CORRUPTION!!

People report any unethical behaviour anonymously to the CDM Tip-offs Line - Toll free: 0800 20 50 53 or Email: cdm@tip-offs.com or visit Website: www.tip-offs.com even fax to Free fax: 0800 00 77 88. The free post is also encouraged and people can forward it to KZN 138, Umhlanga Rocks, 4320. Our theme is always simple "Reporting is not a crime, keeping quite is". The toll free number operates 24 hours a day, seven days a week!

The following that what the public can report about:

- Fraud
- Bribery and Corruption
- Theft of company time
- Abuse of company Property and Equipment
- Highly sensitive issues i.e. Nepotism, Racism, Sexual Harassment

What not to Report:

- Petty arguments amongst staff
- Service complaints
- Personality clashes
- Salary complaints
- Personal clashes with colleagues
- Reporting or lodging human rights violations

NB: it should be noted that this is independently managed by Deloitte Tip-offs Anonymous. It is not managed by CDM.

Internal Audit

The Internal Audit unit conducts regulatory, internal control, performance audits and IT audits on quarterly basis and present to the Audit Committee for approval. These audits are informed by the three (3) year strategic and annual audits coverage plans which are reviewed annually. Follow-up audits are conducted on both Auditors General and internal audit report and progress reports are submitted to management and Audit committee for review. The Audit committee presents their report to Council on annual basis.

2.8. SUPPLY CHAIN MANAGEMENT

Overview Supply Chain Management

Capricorn District Municipality has a centralised supply chain management function responsible for the procurement of goods and services. The supply chain management unit is constituted by a reasonably small team supported by the three committees namely, the Bid Specification, Evaluation and Adjudication Committees, appointed in terms of the municipal SCM policy.

Demand Management:

During the reporting period, the municipality completed a procurement plan constituted mainly of a list of capital and operational projects. The specifications for all these projects (goods and services) were duly developed by the user departments and accordingly tabled for consideration by the Bid Specification Committee for approval. However, all day to day services below R30 000.00 were not included in the procurement plan but were rather procured through quotations.

Acquisitioning Management:

Following approval of the specifications, individual bids were advertised on the website, in both local and national newspapers in order to procure goods and services required across the municipality. On closure of the bidding period, each bid will be opened in the presence of bidders and a checklist of compliance with the rules completed for each bid. Each bid was evaluated in accordance with advertised criteria and sent for adjudication where a recommendation for award was made by the Bid Adjudication Committee. Following award by the Accounting Officer, a service level agreement was completed and signed by both parties for each of the bid.

Logistics Management:

The Municipality runs a stores service with limited inventory levels as set in the reporting period. On a regular basis, stationery and cleaning materials are issued to user departments following request. As a result, stock was regularly replenished to maintain set inventory levels for each of the items kept in stores. To this extent, regular stock counts were conducted on a monthly basis and a record system was kept to this effect.

Disposal Management:

During the reporting period, a list of slow moving stock was compiled, listed and considered for disposal. In accordance with the policy, following approval by Council, slow moving stock was written off and accordingly disposed.

Supply Chain Performance:

Overall, the Supply Chain Management function performed optimally. However, a set of weaknesses, mainly non-compliance with the SCM policy and regulations, were identified in the year and also during audit, which weaknesses were prioritised for attention and correction. These weaknesses include irregular expenditure, public servants doing business with the municipality, conflict of interest declaration, and calculation of preference points amongst others. The municipality developed an action plan for all weaknesses identified during audit to track performance progress towards their correction.

By-laws introduced during 11/12					
Newly Developed	Revised	Public Participation conducted prior to adoption of By-Laws (Yes/no)	Dates of Public Participation	By-Laws gazette (yes/no)	Date of Publication
Fire-fighting by-law	New	Yes	31/07/2010 25/08/2010 07/09/2010 05/08/2010 11/11/2010	No	Not yet done

2.9. WEBSITES

Municipal website: content and currency of material		
Documents published on the municipality's /entity's website	Yes/No	Publishing date
Current annual and adjustment budgets and all budget related documents	Yes (IDP Budget)	10 August 2012
All current budget related policies	Yes (Policies)	27 July 2011
The previous annual report (2010/11)	Yes (Annual Report)	15 February 2012
The annual report (2011/12) published / to be published	No	
All current performance agreements required in terms of section 57 (1) (b) of the MSA and resulting score cards	Yes	10 May and 10 August 2012
All service delivery agreements (2011/12)	(No)	
All long term borrowing contracts (2011/12)	No	
All supply chain management contracts above a prescribed value (give value) for 2011/12	Yes (Tenders)	13 December 2012
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during 2011/12	Yes (Annual Report)	04 April 2012
Contracts agreed in 2011/12 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No	
PPP agreements referred to in section 120 made in 2011/12	No	
All quarterly reports tabled in the council in terms of section 52 (d) during 2011/12	No	

Comment Municipal Website Content and Access:

Some of the information were not placed on the webiste due to the information not readily avialable and also the use of old annual report template. To redress the matter, in the next financial yeat, CDM will make it a point that all relevant and required material for annual report is available. Interms of the accessibility to the public domain, CDM web pages are always online and available to be accessed by public within CDM only in areas where there is internet. In areas where there is not internet, it should be highlighted that it is a fuction of Government Communications and Information Systems to make sure taht inforamtion flows smoothly throught internet connection

2.10. PUBLIC SATISFACTION ON MUNICIPAL SERVICES

The municipality has not conducted the Public Satisfaction Survey to determine the public satisfaction level.

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

KPA1: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY

Project Management Unit (PMU)

- The project management unit has been established to monitor and quality assure the implementation of infrastructure projects

Water Provision

- We have embarked on acceleration programme for effective service provision, about 250, 675 (87%) households have access to water infrastructure. There challenge we have is that there is a water reliance on boreholes. CDM will be embarking on Bulk Water programme
- The budget for Operations and Maintenance (O&M) was transferred to local municipalities. There is ageing infrastructure. We have developed a programme that will come with comprehensive functional assessment plan to guide the municipality in terms of O&M issues.

Sanitation

- We have provided sanitation to about 147 553 (51%) households. The challenge is the huge backlog and insufficient funding to complete the project. We are partnering with various sector departments such as Human Settlement to decrease backlog

Energy

- About 248 065 (88.9%) households in the district have access to electricity. The District will explore other alternative energy sources to reduce the backlog. Blouberg Local Municipality is already piloting the use of solar system.

Roads and Transport

- Out of 2, 386 km's, 500km's has been tarred the year in question. The municipality will enter into Service Level Agreement (SLA) with Department of Roads and Transport as per Provincial Exco Resolution. We will also develop a roads & storm water infrastructure plan

Waste & Environment

- Lepelle-Nkumpi local municipality landfill site is under construction to address issues for waste and environmental management. Service Level Agreement will be signed with Lepelle-Nkumpi for Operations & Maintenance (O&M) as per the Powers and Functions

KPA2: INSTITUTIONAL TRANSFORMATION

We have embarked on a process that unearthed all the organizational and transformational challenges, as well as propelling us to engage in high level process mapping and organizational design for effective response to our functional imperatives. The following has been executed:

- Five Human Resource policies were reviewed and approved by Council
- We have embarked on the review of Organisation Structure
- The Employment Equity report has been submitted
- Disaster recovery plan is in place (IT back up system)
- Service Deliver and Budget Implementation Plan (SDBIP) developed and reviewed in line with the IDP

KPA3: LOCAL ECONOMIC DEVELOPMENT:

In response to the micro economic development interventions we supported projects initiated at local municipal levels, aimed at creating a conducive environment with the intention of supporting second economic strategies as well as brought upon in response to the directives of our Spatial Development Framework.

- The district long term strategy to enhance economic development
- We have embarked on benchmarking with other municipalities in the country in terms of establishing Economic Development Agency
- We have updated the youth unemployment database
- The district participated in the Durban Tourism Indaba and Marula festival to market the institution

KPA4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT:

The unlocking of the financial management systems distinguished us from the rest as it enable us to review our compliance process and procedures in line with the Municipal Financial Management Act (MFMA). The systems enable tighter control on process, extensive protection of financial resources to ensure that the service to be acquired are value adding. This enables us to explore in confidence our alternative revenue strategy and to embark upon various activities of unlocking the revenue potential of the district, in particular the functional areas like water services for sustainability in the district. The following has been executed:

Budget and Treasury

- The Operations budget was at 64% (more money was put aside for household rural sanitation, O&M and also Energy) and Capital Projects was at 36%
- The budget was approved and monitored in the terms of MFMA
- Appointment of service provider to support local municipalities on financial management
- Annual financial statement were prepared internally
- All district assets were accounted for (asset register)

Income

- We have developed a draft enhancement strategy
- We have also developed the following policies:
 - Tariff Policy
 - Credit Control
 - Debt Collection
 - Indigent policy
- We have also concluded Water Services Authority (WSA) agreement with Local Municipalities
- Water ring fencing project completed for water accounts with municipalities

Supply Chain

- The reviewed supply chain policy is in place and in line with MFMA and Supply Chain regulations

Expenditure

- Unbundling of infrastructure project was completed

KPA5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION:

The introduction of effective audit and risk mechanisms enable us to refine our processes and systems towards good governance that brings confidence into the organization and our stakeholders at large. We have noted great successes in these regard especially in redirecting our processes and procedures towards ensuring trust in our systems and the communities we serve.

The following Governance structures are in place and functional and met as per municipal legislations:

- Audit Committee
- Mayor's IGR Forum and Municipal Managers Forum
- Speakers Forum and Chief whip's Forum
- Municipal Public Accounts Committee
- District MPAC Forum

The district was able to improve from disclaimer to qualified Audit Report. Fraud hotline is continuously being monitored 0800 20 50 53. The district has established partially shared audit committee with Aganang Local Municipality

Public Participation

- Council outreach were held on a rotational basis in various Local Municipalities.
- IDP and Budget consultative process held with various stakeholders in the district
- Projects visits were undertaken to assesses the completeness and impact of the projects in various communities
- MPAC public hearing on 2010/11 were held in various local municipalities
- Different channels of communications were used to market and communicate municipal programmes

KPA 6. SPATIAL RATIONALE

- The 2011/12 IDP was approved and adopted by Council
- Spatial development framework was developed and approved by council
- Training on Land Use Management Systems (LUMS) has been conducted with traditional leaders
- Municipal IDP was rated high in the MEC Integrated Development Plan Assessment

KPA: CROSS-CUTTING: SECTOR SUPPORT AND OUTREACH PROGRAMMES:

a. Health and HIV/AIDS:

This District Aids Council was established and launched. HIV and Aids prevalence in the district has dropped from 24.26% to 18.06% due to awareness, capacity building to NGO's and Traditional Forums as well as implementing prevention initiatives supported by all stakeholders.

b. Sports, Culture and Heritage:

We have launched the Ga-Mothapo District Academy of Sport which was officially opened

c. Special Focus:

We had interventions in relations to programmes related to older persons, children, gender issues as well as addressing moral regeneration imperatives. The interventions range from mainstreaming special focus, information dissemination, skills development, economic development and social support. We also have won an award at the national level of gender mainstreaming in SADC.

COMPONENT A: BASIC SERVICES

This component includes: water; waste water (sanitation); electricity; waste management; and housing services; and a summary of free basic services.

Introduction to Basic Services

Availability of infrastructure services such as water and sanitation, electricity, roads and telecommunications, are necessary conditions for economic growth and improvement in the quality of life of citizens. The state of infrastructure within the district has improved over the past years, the challenge in

the district is however not primarily the lack of public investment on infrastructure, but poor coordination between the various spheres of government, although this can still be improved. T3.1.0

3.1. WATER PROVISION

Introduction to Water Provision

Note: Recent legislation includes the Water Services Act 1997 and the General Enabling Act 2005 District Municipality and Polokwane Local Municipality are Water Services Authorities (WSA) while the other four local municipalities within the District are serving as Water Services Providers (WSP). Below in Table 15 are the roles and responsibilities assigned to be carried out by the WSA and WSP (Municipal Systems Act 32 of 2000). The district has prepared the WSDP (Water Service Development Plan) relevant for five year term (2006-2011) to ensure effective, efficient, affordable and sustainable access to water services.

Households				
Description	2008/09	2009/10	2010/11	2011/12
	Actual No.	Actual No.	Actual No.	Actual No.
Water: (above min level)				
<i>Piped water inside dwelling</i>				
<i>Piped water inside yard (but not dwelling)</i>				
<i>Using public tap (stand pipes)</i>	2569	2622	2675	7866
<i>Other water supply (within 200m)</i>	2569	2622	2675	7866
<i>Minimum service level and above sub-total</i>				
Minimum service level and above percentage	2%	2%	2%	6%
Water; (below min level)				
Using public tap (more than 200m from dwelling)		21287	19232	17134
Other water supply (more than 200m from dwelling)		5321	4808	4283
No water supply				
Below minimum service level sub-total		26 608	24 040	21 417
Below minimum service level percentage				
Total number of households*				155204
<i>No informal settlements</i>				
<i>T3.1.3</i>				

* 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

Water service policy objectives taken from IDP								
Service Objectives	Outline service targets	2010/11		2011/12		2012/13	2013/14	
		Target	Actual	Target	Actual	Target	Actual	Follow
Service indicators	(ii)	*previous		*previous	*current	*current	*current	*follow

(i)		year (iii)	(iv)	year (v)	year (vi)	(vii)	year (viii)	Year (ix)	ing year (x)
Service objectives xxx									
HH without minimum water supply	Additional households provided with minimum water supply during the year (No. of HH) without supply at year end)	21287	5321	19232	17134	4283	4283	N/A	N/A
Improve reliability of water supply	Reduce the number of interruptions (ints) in supply of one hour or more compared to the baseline of 2010/11 (xxx interruptions of one hour or more during the year)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Improve water conservation	Reduce unaccountable water levels compared to the baseline of 2010/11 (xxx kilolitres (Kls) unaccounted for during the year)	Water Conservation Demand Management study was conducted during the 2011/2012 financial year and it will be implemented during the 2013/2014 financial year if funding is available							
T3.1.6									

Employees; Water Services					
Job Level	2010/11	2011/12			
	Employees	Posts	Employees	Vacancies fulltime equivalence) No.	Vacancies (as a % of total posts) %
	No.	No.	No.		
0-3	4	4	4	0	100%
4-6	17	28	17	13.55	60.71
7-9	25	46	25	25.87	54.34
10-12	12	56	12	54.21	21.43
13-15	196	202	196	7.39	97.03
16-18	N/A	N/A	N/A	N/A	N/A
19-20	N/A	N/A	N/A	N/A	N/A
Total	N/A	N/A	N/A	N/A	N/A
T3.1.7					

Financial Performance 2011/12; Water services					
Details	2010/11	2011/12			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total operational revenue (excluding tariffs)		208,220	257,837		0%
Expenditure;					
Employees	30 154	56,271	52,230	48,379	16%
Repairs and Maintenance		16,100	12,400	5,225	208%
Other	138 797	151,949	193,207	199,039	24%
Total operational expenditure	168 952	208,220	257,837	252,643	18%

Net operational (service) expenditure	-168 952	-	-	-252 643
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Capital Expenditure 2011/12 Water services					
Capital Projects	2011/12				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value
Total All	168,507	212,946	114 133	48%	212,946
Project A					
Project B					
Project C					
Project D					

Comment on Water Services Performance Overall:

According to the District and Local municipal's administrative records based on the infrastructure provision, approximately 87.8% of the households living in the district have access to water at RDP standards. Lepelle-Nkumpi ranks the highest in provision of water at 97% followed by Molemole at 94%, Blouberg 88%, Polokwane at 82%, and Aganang 60%. 12.2 % (backlog) of the households receives water from natural sources such as rivers, dams, springs, etc. which increases their susceptibility to disease such as cholera. Most of the run off in the district originates from the higher rainfall parts of Olifants WMA (Water Management Areas). Ground water constitutes the only dependable source of water for many users. The Glen Alpine Dam, Rhenosterkop Dam and Flag Boshielo Dam are the main storage dams within CDM and other sources are Ebeneser, Olifantspoort, Own sources (Dap naude, Boreholes, Rural dams)

3.2. WASTE WATER (SANITATION) PROVISION

Sanitation is the hygienic means of promoting health through prevention of human contact with the hazards of wastes. The fact that most households within the district do not have RDP level sanitation constitutes a major risk in terms of ground water pollution, environmental and health problems. 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 to no basic services at all. 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 primarily found in rural areas.

Sanitation Service Delivery Levels				
Description	Households			
	2008/09 Outcome No.	2009/10 Outcome No.	2010/11 Outcome No.	2011/12 Actual No.
<u>Sanitation/sewerage: (above minimum level)</u>				
Flush toilet (connected to sewerage)	744	460	0	0
Flush toilet (with septic tank)	0	0	0	0
Chemical toilet	0	0	0	0
Pit toilet (ventilated)	4800	2500	469	500
Other toilet provisions (above min. service level)				
Minimum service level and above sub-total	5544	2960	469	500
Minimum service level and above percentage	3.5%	1.9%	0.3%	0.3%

Sanitation/sewerage; (below minimum level)				
Bucket toilet	0	0	0	0
Other toilet provisions (below min service level)	0	0	0	0
No toilet provisions	89 354	83 810	0	80 969
Below Minimum service level sub-total	89 354	83 810	0	80 969
Below Minimum service level percentage	58%	54%	0%	47.8%
Total Households	155 204	155 204	0	155 204

Households; Sanitation service delivery levels below the minimum						
Description	2008/09	2009/10	2010/11	2011/12		
	Actual	Actual	Actual	Original Budget	Adjustment Budget	Actual
	No.	No.	No.	No.	No.	No.
Formal Settlements						
Total Households	155 204	155 204	0	Expenditure incorporated within water services	Expenditure incorporated within water services	Expenditure incorporated within water services
Households below minimum service level	89 354	83 810	0			
Proportion of households below minimum Service level	58%	58%	0%			
Informal Settlements						
Total Households	N/A	N/A	N/A	N/A	N/A	N/A
Households below minimum service level						
Proportion of households below Minimum service level						

T3.2.4

Waste water (sanitation) service policy objectives taken from IDP									
Service Objectives	Outline service targets	2010/11		2011/12			2012/13	2013/14	
		Target	Actual	Target		Actual	Target		
		Previous year		*Previous Year	*Current year		*Current Year	*current year	*Following year
Service indicators (ii)		(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Sanitation (Planning & Development)	To provide sanitation service to 100% of the population by 2014	Refer to the Comments below							

Employees: Sanitation Services					
Job Level	Employees	Posts	Employees	Vacancies (fulltime equivalent)	Vacancies (as a % of total posts) %
	No.	No.	No.		
0-3	1	1	1	0	100%
4-6	3	3	3	0	100%
7-9	N/A	N/A	N/A	N/A	N/A
10-12					
13-15					
16-18					
19-20					
Total					
T3.2.7					

Financial performance 2011/12; Sanitation Services						R`000
Details	2010/11	2011/12				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget	
Total operational revenue (excluding tariffs)						
Expenditure	Expenditure incorporated within water services					
Employees						
Repairs and Maintenance						
Other						
Total Operational Expenditure						
Net Operational (service) expenditure						
Net expenditure to be consistent with summary table T5.1.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual						
T3.2.8						

Capital Expenditure 2011/12; Sanitation Services						R`000
Capital Projects	2011/12					
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value	
Total All	31,360	27,506	9,641	225%	27,507	
Project A						
Project B						
Project C						
Project D						
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate)						
T3.2.9						

Comment on Sanitation Services Performance Overall:

Sanitation supply

51, 6% of the households has sanitation services equal or above RDP standards. A total number of 138 012 households in the district do not have adequate sanitation according to RDP standards. Molemole and Blouberg are well off both at 44% as compared to their counterparts at average backlog of 58%.

Table 13: Sanitation Supply to Households Municipality	Total number of Households	Number of households served	Backlog Remaining households
Aganang	33 826	7 856 (23. 65%)	25 358 (76.35%)
Blouberg	35,598	19 914 (55.94%)	15 684 (44.06%)
Lepelle-Nkumpi	58,483	28 826 (49.29%)	29 657 (50.71%)
Molemole	27,296	15 467 (56.66%)	11 829 (43.34%)
Polokwane	130,362	66 201 (50.78%)	64 161 (49.22%)
Capricorn District	285,565	147 553 (51.67%)	138 012 (48.33%)

Challenges

The 48.3% of household backlog requires a huge amount of money to clear off. The district is also threatened by waterborne diseases like cholera. The scarcity of natural water resources, a pre-condition for rolling out waterborne sanitation and expanding the reticulated water networks, is raised as a critical issue in this IDP. Even where there is an access, poor sanitation and lack of hygienic practices and storage facilities enable transmission of water-borne germs. Although in recent years the government has successfully been able to provide potable water to a number of villages, a lot still needs to be done.

Interventions

CDM has provided water tankers as an interim measure for areas that experience shortage water supply. In trying to address the operation and maintenance issues that are affecting the sustainable provision of water supply, local municipalities have been appointed as water service providers (decentralised the function from the district). The municipality has also provided honey suckers to locals for areas where they still use substandard methods like pit latrine.

It will further, therefore strengthen the impact of the SDF to guide service delivery, based on a shared understanding of potential and viability of the various settlements and spaces throughout the district. A reviewed SDF seek to resolve at a policy level, the competing needs of urbanization and rural livelihoods, for service delivery and other public and private investment. Since the SDF has been finalized, the District will spell out its spatial implications for where land and service delivery will be prioritised and where public and private investment will be encouraged. This includes clarifying how linkages will be created between urban growth and rural concentration points, in the context of the surrounding settlement patterns.

The District Municipality will focus on resolving how to optimize existing natural resources and engage with competing water users. The strategy is to first deal with improving efficiency of current uses, in the residential, industrial and agricultural sectors. Secondly, it will provide a basis for the development and implementation of a policy on water and sanitation service levels and tariffs.

3.3. ELECTRICITY

Energy distribution has important economic development implications with a potential to make a considerable development impact in relation to improved living conditions, increased productivity and greater sustainability of the environment.

Electricity Service Delivery Levels				
Description	Households			
	2008/09	2009/10	2010/11	2011/12

	Actual No.	Actual No.	Actual No.	Actual No.
Energy: (above minimum level)	118 248	127 827	133 475	134 255
Electricity (at least min. service level)	Eskom	Eskom	Eskom	Eskom
Electricity – prepaid (min. service level)				
Minimum service level and above sub- total				
Minimum service level and above percentage				
Energy: (below minimum level)	Eskom	Eskom	Eskom	Eskom
Electricity (< min. service level)				
Electricity – prepaid (<min. service level)				
Other energy sources				
Below minimum service level sub-total	Eskom	Eskom	Eskom	Eskom
	Eskom	Eskom	Eskom	Eskom
Below minimum service level percentage	Eskom	Eskom	Eskom	Eskom
Total number of households				

Households – Electricity service delivery levels below the minimum						
	Households					
	2008/09	2009/10	2010/11	2011/12		
	Actual No.	Actual No.	Actual No.	Original Budget No.	Adjusted Budget No.	Actual No.
Formal settlements						
Total households		155 204	155 204	R12, 1		R12, 1
Households below minimum service level		27 347	21 729	Million		Million
Proportion of households below minimum service level		18%	14%			
Informal settlements						
Total households	N/A	N/A	N/A	N/A	N/A	N/A
Households below minimum service level						
Proportion of households below minimum service level						

T3.3.4

Electricity service policy objectives taken from IDP								
Service objectives xxx	Outline service targets	Service Actual Performance						Targets
		2011/12 Previous year (iii)	2011/1 2 current year (iv)	2011/1 2 midyear (v)	2012/1 3 current year (vi)	2012/1 3 following year (vii)	2010/1 1 (viii)	2011/1 2 (ix)
Service indicators (i)	(ii)							
Service objective xxx								
To provide electricity	• Explore to other source							

according to set standards to 100% of the existing population by the end of 2014	of energy such as solar system • Facilitate in the electrification of schools and clinics • Facilitate and coordinates with Local Municipalities in the Demand Side Management	Engage Eskom on the fast-tracking of the Free Basic Electricity. Refer to the progress table below
--	--	---

Electricity Supply to Households Municipality	No. of Households	Number of Households with access to Electricity	Number of Households with no access to Electricity (backlog)
Aganang	33 826	31 326 (92.6%)	2 500 (7.4%)
Blouberg	35,598	32 598 (91.5%)	3 000 (8.5%)
Lepelle-Nkumpi	58,483	51 283 (87.6%)	7 200 (12.4%)
Molemole	27,296	24 496 (89.7%)	2 800 (10.3%)
Polokwane	130,362	108 362 (83.12%)	22 000 (16.9%)
Capricorn (total)	285,565	248 065 (88.9%)	37 500 (11.1%)

Employees; Electricity Services					
Job Level	2010/11	2011/12			
	Employees	Posts	Employees	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
	No.	No.	No.		
0-3	NONE	NONE	NONE	NONE	NONE
4-6	1	1	1	0	100%
7-9					
10-12					
13-15					
16-18					
19-20					
Total					

Financial performance 2011/12; Electricity Services					
					R` 000
Details	2010/11	2011/12			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total operational revenue (excluding tariffs)		694	16,783		0%
Expenditure					
Employees	1,327	554	1,251	973	43%
Repairs and Maintenance					

Other	12,081	337	15,979	11,450	97%
Total Operational Expenditure	13,407	891	17,230	12,423	93%
Net Operational (service) expenditure	-13,407	197	-447	-12,423	95%

Comment on Electricity Services Performance Overall:

Status Quo

Electricity is largely generated and distributed by Eskom. However, Blouberg and Polokwane LMs are electricity services providers (electricity license holders). A total of 248 065 (88.9%) of households in the CDM area have access to electricity and 37 500 (11.1%) do not have access to electricity. Polokwane LM registers a huge backlog of 16.9% whilst its counterparts are standing at an average backlog of 9.65%.

Challenges

Even though people have access to electricity, an average of 39, 5% still relies on firewood for cooking and heating due to electricity cost. This is a concern as the cutting of trees for energy provision leads to deforestation and soil erosion.

Interventions

Provision of sustainable energy is to be achieved by implementing grid and solar energy infrastructure in areas where there is none. There is also a need to expand a pool of financial resources to provide energy infrastructure to communities and engagements with Eskom on fast tracking of free basic electricity systems. The district will also explore the alternative sources of energy and the implementation of the energy saving strategy. The current electricity challenges facing our country require every citizen with access to electricity to a role. For the ordinary citizen, this calls for a simple change in behaviour patterns and discipline. T3.3.9

3.4. HOUSING

According to the Limpopo Provincial housing backlog report a housing backlog of 13.9% exists within the district municipality. The table below depicts existing housing demands with respect to the Local Municipalities within the CDM's area of jurisdiction. T3.5.1

Total Housing Backlog Per Local Municipality									
	Rural Units	Project Linked	BNG/IR DP	Individual	Social	Backyard Rental	Cru	Gap Market	Total
Polokwane	26 592	25 750	8 931	N/A	5 000	No data	2000	5000	73 273
Blouberg	5000	70	0	0	550	45	0	300	5965
Lepelle-Nkumpi	6700	0	0	0	0	0	380	1000	8080
Molemole	790	410	0	0	0	1238	0	0	2438
Aganang	0	0	0	0	0	0	0	0	0
Total (CDM)	39 082	26 230	8 931	0	5 550	1 283	2 380	6 300	89 756

Comment on the Performance of the Housing Service Overall:

The table further indicates the prevalence of the backlog in different classifications with rural units having the highest backlog, followed by project linked and the breaking new grounds. The Local municipalities within the district have completed their housing chapters as sector plans required for inclusion in their IDPs.

3.5. FREE BASIC SERVICES AND INDIGENT SUPPORT

Free basic services to low income households										
	Number of households									
	Total	Households earnings less than R1.100 per month								
		Free basic water			Free basic sanitation		Free basic electricity		Free basic refuse	
	Total	Access	%	Access	%	Access	%	Access	%	
2009/10	285 564									
2010/11	285 564									
2011/12	285 564	4000	9058							
										T3.6.3

Financial performance 2011/12; cost to municipality of free basic services delivered					
Services delivered	2010/11	2011/12			
	Actual	Budget	Adjustment budget	Actual	Variance to budget
Water	6,500	8,000	8,800	11,498	2,698
Waste water (sanitation)					
Electricity					
Waste Management (solid waste)					
Total	6,500	8,000	8,800	11,498	2,698
					T3.6.4

COMPONENT B: ROAD TRANSPORT

This component includes: roads; transport; and waste water (storm water drainage).

The location of the CDM is strategic in that it borders on the neighbouring countries of Zimbabwe and Botswana. It is also located central in the Limpopo Province, with many major provincial routes traversing the municipal area.

3.6. ROADS

Responsibility for the road network in CDM rests with four agencies/authorities, as follows:

- **The South African National Roads Agency Limited (SANRAL)** - responsible for the national route network. The national route network within CDM area comprises of portion of the N1 and including full access interchanges.
- **Limpopo Province, Department of Roads and Transport** – is responsible for the provincial road network.
- **Capricorn District Municipality** – is responsible for district road network.
- **Local Municipalities** – are responsible for local roads and networks. T3.7.1

Road Network (District Roads)

The total length of the district roads is 2,468kms of which 500kms (20.2%) is tarred and 1 968 is not tarred. The highest backlog is observed in Polokwane LM at 506km followed by Blouberg 452km, Lepelle-Nkumpi 259km, Aganang 407km, and Molemole at 344km and lastly Lepelle-Nkumpi at 259km.

Municipality	Total length of road	Access (km)	Backlog (km)
Aganang	474	67	407
Blouberg	516	64	452
Lepelle-Nkumpi	394	135	259
Molemole	401	57	344
Polokwane	683	177	506
Capricorn District	2 468	500 (20.2%)	1968 (79.8%)

Road Network (Municipal Roads)

Local Municipalities are responsible for the local road network which comprises of total length of 3 866 km of which 329 (8.5%) is tarred. The highest backlog is observed in Polokwane LM at 800km followed by Aganang 565km, Blouberg 452km, Lepelle-Nkumpi 349km and Molemole at 344km.

Municipality	Total length of road	Access (km)	Backlog (km)
Aganang	675,1	110, 1	565
Blouberg	513	61	452
Lepelle-Nkumpi	380	31	349
Molemole	398	54	344
Polokwane	1900	73	800
Capricorn District	3866	329(8.5%)	3537 (91.5%)

Road service policy objectives taken from IDP										
Service Objectives	Outline service targets	2010/11		2011/12		2012/13	2013/14			
		Target	Actual	Target		Actual	Target			
		*Previous year	(iv)	*Previous year	*Current year	(vii)	*Current year	*Current year	*following year	
Service indicators (i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)	
Service objectives To provide a safe, efficient ,affordable and accessible multi-modal transport system backed by good infrastructure that is sustainable and user friendly.										
Roads and Transport	To have 4%(100km) of the District Roads surfaced by the year 2012						Chloe to Kordon D3432 (EPWP) • Pinkie Sebotse to Rosenkranz clinic (D3429) • Ga-Molele to Gemarke D3325 • Routine maintenance			
T3.7.6										

Employees: roads services					
Job level	2010/11	2011/12			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0-3	1	1	1	0	100%
4-6	1	1	1	0	100%
7-9	/	/	/	/	/
10-12	/	/	/	/	/
13-15	/	/	/	/	/
16-18	/	/	/	/	/
19-20	/	/	/	/	/
Total					

Financial performance 2011.12: road services					
Details	R` 000				
	2010/11	2011/12			
	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)		43,365	25,357		0%
Expenditure:					
Employees	1,768	1,405	1,407	1,334	5%
Repairs & Maintenance		1,000	1,000	814	19%
Other	35,976	40,795	22,950	18,215	124%
Total operational expenditure	37,744	43,365	25,357	20,363	113%
Net operational (service) expenditure	-37,744	-40,795	-22,795	-20,363	129%

,Capital expenditure 2011/12: Road Services					
Capital Projects	R` 000				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value
Total all	17,668	25,725	21,837	18%	25,725
Project A					
Project B					
Project C					
Project D					

Comment on the Performance of Roads Overall:

Most of the roads in the CDM are in poor state of repair (ITP, 2007). The rural roads are poorly designed and not maintained with specific attention to storm water drainage.

Interventions

To address the challenges indicated above, CDM will focus its efforts and resources to upgrade road infrastructure and streets between residential and business nodes.

3.7. TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)

The district has got an Integrated Transport Plan (ITP) that is relevant for the period from January 2007 to December 2011, and the five-year implementation plan and budget that will be reviewed annually. According to the ITP, there are no Transport Authorities or Metropolitan Municipalities in CDM. There is relatively little economic development and as a result little opportunity for employment. T3.8.1

Road Transport

The major public transport services in CDM are bus and taxi operations. There is also significant freight transport due to the mining activities in the district. The ITP indicates that there are very few metered taxis in operation in the CDM area. The main points that are being operated by the metered taxis are from the Polokwane International Airport, Savannah Shopping Mall, Mall of the North, Meropa Casino and the Ultra City along the N1 highway in the Polokwane Local Municipality. Public transport is therefore based largely on the road network.

Railway Transport

The only rail line is the route from Tshwane to Musina with Polokwane, Groenbult and Morebeng Stations being the major points of access for mainline passengers in the CDM area. The existing line, which runs as a double line between Tshwane North and Pienaars River, falls partly under the commuting area of the Gauteng Province. The whole rail network in the CDM is owned and operated by Spoornet, and the rail service only serves long distance passengers. Train facilities are restricted to the main station in Polokwane. The station has proper facilities but serves only mainline passengers and there are no commuters.

Airline Transport

Polokwane International Airport is the main regional airport in Limpopo, linking Limpopo with the rest of the World. It is the only commercial airport in the region from where both passenger services and freight movements are undertaken. Numerous private airstrips exist but are mainly used for tourism and private purposes and not for bulk public transport purposes. The airport is significant in the Transportation System with specific attention to the tourism, and freight.

Non-motorised transport

The ITP has identified the donkey carts and bicycles as forms of non-motorized transport. The CDM has implemented bicycle projects through the "Namela le Setšhaba" project, and established bicycle shops in Lepelle-Nkumpi LM and Blouberg LM. The objective was to avail 800 subsidised bicycles to learners travelling more than 5km to school. The learners contributed R250.00.

Municipal bus service data					
	Details	2010/11	2011/12		2012/13
		Actual No.	Estimate No.	Actual No.	Estimate No.
1	Passenger Journeys				
2	Seats available for all journeys				
3	Average unused bus capacity for all journeys	%			
4	Size of bus fleet at year end				
5	Average number of buses off the road at any one time	%			
6	Proportion of the fleet off road at any one time	%			
7	No. of bus journeys scheduled				
8	No. of journeys cancelled				
9	Proportion of journeys cancelled	%			

T3.8.2

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Employees: Transport Services					
Job level	2010/11	2011/12			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0-3	N/A	N/A	N/A	N/A	N/A
4-6					
7-9					
10-12					
13-15					
16-18					
19-20					
Total					

Financial performance 2011.12: Transport services						R' 000
Details	2010/11	2011/12				
	Actual	Original budget	Adjustment budget	Actual	Variance to budget	
Total operational revenue (excluding tariffs)	Included within roads services	4,460	6,316	-	0%	
Expenditure:						
Employees	1,437	1,392	1,398	1,324	5%	
Repairs & Maintenance						
Other	452	3,068	4,915	349	779%	
Total operational expenditure	1 889	4,460	6,313	1,673	167%	
Net operational (service) expenditure	-1 889	0	0	-1,673		

Comment on the Performance of Transport Overall:

Challenges

Transportation costs are considered a key factor that affects competitiveness in the district. This affects other sectors of business including tourism as the accessibility of the district, and the province at large is made much costly due to high transport costs arising from the remoteness of the district in relation to other main economic centres of the country.

Above all that transport functions and responsibilities were largely fragmented between and within the various spheres of government, that is, the national, provincial, and municipal spheres of government. This lead to difficulties with the effective management and co-ordination of providing effective transport services in the metropolitan areas.

The current bus subsidy budget makes little provision for learner transport. Subsidised buses serve mainly peak hour commuters and offer limited off-peak services to learners, students and the elderly. Non-existence of transport authorities within the district is also a challenge.

Challenge with regard to non-motorised transport for the municipality is the strategy for improving usage of donkey carts and bicycles including safety measures, infrastructure, signage (visibility), and regulatory mechanisms.

Interventions

To address the challenges indicated above, CDM will focus its efforts and resources on the following strategic components of transportation capacity and skills development;

- Motivate subsidised public transport coverage in the CDM with the objective of reducing the cost of travel,
- Install public transport infrastructure such as shelters, lay-bys, and inter-modal facilities, and
- Upgrade road infrastructure and streets between residential and business nodes,
- Support the non-motorised transport plan and implement projects, manage congestion;
- Develop a Central Communications Centre for Incident Management, conduct road safety audits, address hazardous locations, motivate law enforcement and conduct education and communication campaigns.
- The District is currently conducting a feasibility study for the possible formation of the Transport Authority. T3.8.7

3.8. WASTE WATER (STORMWATER DRAINAGE)

Introduction to Stormwater Drainage

- It is managed at the Local Municipal level_

COMPONENT C: PLANNING AND DEVELOPMENT

This component includes: planning; and local economic development.

Introduction to Planning and Development

The SDF is an integral part of the Municipality's IDP. It represents the spatial expression of the Council's development vision. District Council has adopted the 2011-2016 SDF. The CDM covers an area of approximately 2 180 530ha. The municipal area consists mainly of commercial farms, game farming, etc. and only approximately 4.24% of the total area is used for settlement purposes (i.e. towns and villages). Approximately 30.53% of all the settlements (i.e. towns and villages) in the CDM area are located within Polokwane Local Municipality.

Approximately 20% of all the larger settlements with 5 000 people and more are also located within this local municipal area. All 5 local municipal areas have a large number of small villages, i.e. villages with less than 1 000 people. These low population densities have serious implications to improve the levels of service provision to communities, as the cost associated with respect to the provision of service infrastructure is very high.

Population Distribution

The population of the district is concentrated largely in the Polokwane Local Municipality and some isolated areas stretching north (Dendron, Bochum, Manthata). Some areas to the north are quite sparsely populated T3.10.0

3.9. PLANNING

Land Development and Land Use Management

The SDF integrate and coordinate on a broader level spatial information which includes the five local municipalities and LUMS on the other hand deals with the detailed administration of land development and land use change. The four local municipalities have developed and promulgated the Land Use Management Scheme for their area of jurisdiction whereas Polokwane LM only has a Town Planning Scheme for Polokwane and Seshego. These schemes assist to guide development and land control management. The implementation of the LUMS is still a challenge as majority of the settlements in the district are not formalised therefore, a phased approach will be used in order to address the challenge.

Land development and land use management is hindered by the applicability of different types of legislation to different areas and towns/settlements/villages in the CDM area and the reluctance by Traditional Authorities to release land for development. There are four main types of land tenure in CDM that can be divided into Commercial Land (owned by banks, churches etc.), Government Land, Tribal Land; and Private Land. Tribal authorities are managing a small portion of the municipal land and other portions of land held in trust for the tribal authority although owned by the government. A large part of land is owned by the Government or held in trust for a specific community followed by private individuals or institutions. Most of the privately owned land in the municipality is T3.10.1

Nodal Development Points

Nodal development points are those specific locations where development tends to concentrate. The table below shows the nodes that have been identified, in the Provincial SDF, 2007 and confirmed in the district SDF.

Provincial Growth Points	District Growth Points	Rural service points/ Municipal Growth Points
Polokwane (Polokwane LM)	Lebowakgomo (Lepelle-Nkumpi LM)	Rampur (Aganang LM)
Seshego (Polokwane LM)	Morebeng (Molemole LM)	Alldays (Blouberg LM)
	Mogwadi (Molemole LM)	Avon (Blouberg LM)
	Mankweng (Polokwane LM)	Eldorado (Blouberg LM)
	Senwabarwana (Blouberg LM)	Magatle (Lepelle-Nkumpi LM)
		Mphakane (Molemole LM)
		Sebayeng A & B (Polokwane LM)
Sizeable economic sector providing jobs to many local residents with regional and provincial services delivery function, large number of social services (hospital, tertiary education) and government offices as well as local or district municipal offices:	Have meaningful economic base with some job creation, various social facilities (hospital, health centres or tertiary education), regional government offices or local municipal offices and large number of people grouped together	Have small economic base compared to district growth points. Services are mainly farming areas with a sizeable business sector providing number of job opportunities. Municipal Growth Points may have social or institutional activities and reasonable number of people:

Planning policy objectives taken from IDP									
Service Objectives	Outline service targets	2010/11		2011/12			2012/13	2013/14	
		Target	Actual	Target	Actual		Target		
		*Previous year	(iv)	*Previous year	*Current year	(vii)	*Current year	*Current year	*following year
Service	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)

indicators									
(i)									
Spatial Planning	To promote sustainable human settlements and improved quality of life.	Tenure Upgrading Site demarcation Spatial Planning Awareness (IDP/SDF/GIS)	Tenure Upgrading Site demarcation Spatial Planning Awareness (IDP/SDF/GIS)	To promote sustainable human settlements and improved quality of life.	Tenure Upgrading Site demarcation Spatial Planning Awareness (IDP/SDF/GIS)	Upgraded Tenure demarcated Site Spatial Planning Awareness (IDP/SDF/GIS)			
	To ensure that reliable and updated spatial information is available for planning purposes.				Database update 2011/12 and 2012/13 projects	Database update	Database update 2012/13 and 2013/14 projects		

Employees: Planning Services					
Job level	2010/11	2011/12			
	Employees	Posts	Employees	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
	No.	No.	No.		
0-3	4	4	4	0	0
4-6	5	5	5	0	0
7-9	2	2	2	0	0
10-12					
13-15					
16-18					
19-20					
Total					

Financial performance 2011.12: Planning services					
					R' 000
Details	2010/11	2011/12			
	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)		14,667	15,050		0%
Expenditure:					
Employees	5,470	7,430	7,430	5,901	26%
Repairs & Maintenance					
Other	28,401	10,459	10,842	3,804	175%
Total operational expenditure	33,871	17,889	18,272	9,705	84%
Net operational (service) expenditure	-33,871	-3,222	-3,222	-9,705	

Comment on the Performance of Physical Planning Overall:

The provincial SDF identified a total of 29 settlements clusters in the district of which 13 were categorised as growth points (with the majority being located in Blouberg, Polokwane and Molemole). 23% (285 928 population) of the district population reside in these 13 growth points.

The alignment between the IDP, SDF and Budget will result in the quality of life of the people in the Capricorn District Municipality being improved by reduction in poverty through private investment which will create jobs; sustainable growth where the benefits are distributed equitably over the long term and an environment which is healthy and safe. T3.10.7

3.10. LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

The purpose of the LED Strategy is to position the Capricorn district as a centre of sustainable economic growth and development. The LED is in partial fulfillment of the district's IDP goals which will position the district in attaining its vision as a *“home of excellence and opportunities for a better life”*

The LED strategy has an objective of economic growth of 4.0% for next 5 years; reduce unemployment below 22.3% in five years; decrease the number of households below poverty line of R1800 per month; increase and develop access to economic opportunities and expand the municipal revenue base.

The Local Economic Strategy of CDM is driven by five priority areas namely:

- (1) Growing the first economy
- (2) Developing the second economy
- (3) Building knowledge economy
- (4) Land and infrastructure
- (5) Governance and partnership.

Each priority area has its main objective, rationale and key actions.

The first priority's objective of **growing the first economy** diversifies the existing industrial base by developing and strengthening the attractiveness and competitiveness of the district with specific reference to tourism, agriculture, transport and logistics, manufacturing and agro-processing, retail and trade and community services.

The second priority which is **developing the second economy** seeks to address issues faced by the SMMEs' so that they can access finance and opportunities. This would lead to their sustained growth, sustainable employment and reduce poverty.

The third priority is about, **Knowledge economy** and its objective relates to improving the competitiveness of the district economy through investment into applied research, technology design and creativity.

The fourth priority of **Land and Infrastructure** has an objective of creating conducive environment for economic development to happen. It entails the provision of water, electricity, transportation infrastructure to support economic development. This is the backbone of growing the economy and promoting development.

The fifth priority of Governance **and partnership** is about the processes, procedures and systems for coordinating LED efforts. It is also about finding appropriate institutional model/ structure for CDM structure partnerships, create sector LED platforms for engagement and facilitate access to development finance including donor support for LED. This document explores various interventions including the need to investigate the feasibility of establishing a Development Agency. T3.11.1

Broad Economic Sectors (9 sectors)

Constant 2005 prices (R 1000)			
	2009	2010	2011
1 Agriculture	677 878	664 480	687 587
2 Mining	162 718	156 166	148 462
3 Manufacturing	1 182 298	1 255 820	1 296 284
4 Electricity	645 646	674 437	709 271
5 Construction	733 269	757 830	750 091
6 Trade	3 681 469	3 830 612	3 994 227
8 Finance	7 386 997	7 539 625	7 661 388
9 Community services	7 606 197	7 678 293	8 103 071

Total Employment (Formal + Informal)

	2009	2010	2011
1 Agriculture	20 311	19 692	19 037
2 Mining	789	774	786
3 Manufacturing	11 162	11 431	11 984
4 Electricity	1 536	1 339	1 326
5 Construction	15 120	16 057	16 884
6 Trade	58 630	60 752	62 849
7 Transport	13 693	14 653	15 108
8 Finance	15 134	14 974	15 893
9 Community services	62 172	64 217	67 730
Households	31 791	30 749	30 526
Total	230 338	234 638	242 123

Comment On Local Job Opportunities

The majors sectors in the Capricorn District economy are agriculture, mining, tourism and manufacturing.

In 2009, Capricorn District Municipality's economic growth rate (0.1%) exceeded the growth rate of South Africa (-1.5%) and Limpopo Province (-1.7%). This illustrates the resilience of the Capricorn District economy to the global financial crises, as it still managed to maintain a positive economic growth rate, while the economic growth rates of Limpopo and South Africa reached negative levels.

In 2010, the economic growth rates of South Africa, Limpopo and Capricorn District all showed signs of recovery from the global financial crises, with South Africa at 2.9%, while Limpopo and Capricorn lagged behind at 2.2%.

In 2011, Capricorn's economic growth rate of 4.0%, exceeded that of South Africa (3.1%) and Limpopo (3.2%). Capricorn's economy was propelled by its relatively large sectors of Community services and Trade which grew at 5.5% and 4.3% respectively.

It is expected that the Capricorn District economy will grow at an average rate of at least 4% during the next three (3) years.

The major economic sectors (Agriculture, Manufacturing, Construction, Trade) has employed more people (when comparing 2009 and 2011). This is due to recovery from the financial crises and 2010 World Cup. The mining sector was hard hit by the financial crises and recorded a reduction in employed due to the financial crises. Although it has shown signs of recovery, employment has improved but is still subdued.

Tourism (as a percentage of GDP) has grown at 4.3% in 2009 and 2010, and decreased to 4.0% in 2011. Although Capricorn District has substantial tourism potential this still needs to be developed and marketed. Capricorn District mostly experiences business tourism due to its centrality and its relatively developed infrastructure in Polokwane. T3.11.4

Job Creation through EPWP* Projects		
Details	EPWP Projects No.	Jobs created through EPWP projects No.
2009/10	63	1611
2010/11	50	722
2011/12	51	326

Local Economic Development policy objectives taken from IDP									
Service Objectives	Outline service targets	2010/11		2011/12			2012/13	2013/14	
		Target	Actual	Target		Actual	Target		
		*Previous year (iii)	(iv)	*Previous year (v)	*Current year (vi)	(vii)	*Current year (viii)	*Current year (ix)	*following year (x)
(i)	(ii)								
Service objective xxx									
Tourism Youth Camp		50	37						
Small Traders				0	240	138			

Employees: Local Economic Development Services					
Job level	2010/11	2011/12			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0-3	2	2	2	0	0
4-6	1	1	1	0	0
7-9	1	1	1	0	0
10-12					
13-15					
16-18					
19-20					
Total					

Financial performance 2011.12: Local Economic Development services						R` 000
Details	2010/11	2011/12				
	Actual	Original budget	Adjustment budget	Actual	Variance to budget	
Total operational revenue (excluding tariffs)	-	9,120	9,121	-	0%	
Expenditure:						
Employees	2,413	5,122	5,122	2,245	128%	
Repairs & Maintenance						
Other	2,464	3,998	3,999	308	1198%	
Total operational expenditure	4,877	9,120	9,121	2,553	257%	
Net operational (service) expenditure	-4,877	-	-	-2,553		

Capital expenditure 2011/12: Economic Development Services						R` 000
Capital Projects	2011/12					
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value	
Total all						
Total all						
Mafefe Tourism Camp	R500 000	R0	R500 000	Nil	R 15 m	
Motumo Trading Post	R500 000	R0	R500 000	Nil	R 22 m	
Project C						
Project D						

Comment on Local Economic Development Performance Overall:

Motumo Trading post and Mafefe Tourism were intended as community projects to act as tourism destinations. These projects are not yet functional but plans are in place to transfer them to the respective local municipalities (Molemole local municipality and Lepelle-Nkumpi local municipality). There were no variations in terms of the budget for net operating and capital expenditure.

COMPONENT D: COMMUNITY & SOCIAL SERVICES

This component includes: libraries and archives; museums arts and galleries; community halls; cemeteries and crematoria; child care; aged care; social programmes, theatres.

Introduction to Community and Social Services

The functions of Community Services is the Environmental Management, Emergency and Disaster Management, Health and HIV/Aids and, Sector Support and Coordination in terms of Sports, Arts and Culture and Education.

The Department of Community Services comprises of four units, namely; Environmental Management, Emergency and Disaster and Fire Management, Sports, Arts and Culture. Each of these units is charged with specific core responsibilities meant to support and enhance the role and function of the district municipality.

3.11. LIBRARIES; ARCHIEVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC)

Introduction to Libraries; Archives; Museums; Galleries; Community Facilities

- It Is Not The Function Of The Municipality: T3.52.1

3.12. CEMETORIES AND CREMATORIUMS

Introduction to Cemeteries & Crematoriums

- It is not the function of the Municipality

3.13. CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

Introduction to Child Care; Aged Care; Social Programmes

The Special Focus section ensures that all special focus groups - the youth, elderly and disabled - in the municipality are mainstreamed into the developmental agenda. In making sure that CDM responds to the needs of these groups of people, various Special Focus intergovernmental structures have been launched and supported. The district is able to successfully coordinate children, gender, older person and youth programs. T3.56.1

Child Care, Aged Care; Social Programmes Policy objectives taken from IDP									
Service Objectives	Outline service targets	2010/11		2011/12			2012/13	2013/14	
		Target	Actual	Target		Actual	Target	*Current year	*follow ing year
Service	(ii)	*Previo us year (iii)	(iv)	*Previo us year (v)	*Curre nt year (vi)	(vii)	(viii)	*Curre nt year (ix)	(x)

indicators (i)									
Service objective xxx									
Special Focus Programmes.	Develop and implement programmes for Disability, Youth & older persons	Coordinate Special Focus Programmes	Special programmes coordinated	Coordinate Special Focus Programmes	Coordinate Special Focus Programmes	Special programmes coordinated	Coordinate Special Focus Programmes	Coordinate Special Focus Programmes	Coordinate Special Focus Programmes

Employees: Child Care, Aged Care, social programmes					
Job level	2010/11	2011/12			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0-3	1	1	1	0	0
4-6	2	4	2	3.70	50
7-9	/	/	/	/	/
10-12	/	/	/	/	/
13-15	/	/	/	/	/
16-18	/	/	/	/	/
19-20	/	/	/	/	/
Total					
T3.56.4					

Financial performance 2011.12: Child Care, Aged Care, social programmes					
Details	2010/11	2011/12			
	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)	-	2 599	885	-	
Expenditure:					
Employees	3 737	2494	774	334	646%
Repairs & Maintenance					
Other	2 927	105	111	114	8%
Total operational expenditure	6 564	2 599	885	449	479%
Net operational (service) expenditure	-6 564			-449	-100%

Comment on the Performance of Child Care; Aged Care; Social Programmes Overall:

- Lack of funding due non-core function of the District
- Lack of Coordinators at local level.
- Lack of Monitoring & Evaluation of programmes
- Lack of reasonable accommodation for people with disabilities in the district.
- Lack of economic empowerment for people with disabilities:
- Employment target for people with disabilities of 2% is not met in the district.

Intervention Projects

- To mainstream cross-cutting issues in the municipal programmes
- To minimize disparities between gender equity. T3.56.7

COMPONENT E: ENVIRONMENTAL PROTECTION

This component includes: pollution control; biodiversity and landscape; and costal protection.

Introduction to Environmental Protection

To manage all the components of environmental management within the Capricorn district, including planning, monitoring, enforcement, education and awareness, air quality management, environmental advisory services as well as capacity building and empowerment to ensure that the function of environmental management is established and promoted with the Capricorn district.

Introduction to Pollution Control

CDM aims to manage and direct the effective rendering of a comprehensive and professional Environmental Management service to residents of the district to ensure a sustainable, healthy and safe environment for every person to live, work and recreate in, within the district.

Service Statistics for Pollution Control.

Pollution Control Policy objectives taken from IDP									
Service Objectives	Outline service targets	2010/11		2011/12			2012/13	2013/14	
		Target	Actual	Target		Actual	Target		
		*Previous year	(iv)	*Previous year	*Current year	(vii)	*Current year	*Current year	*following year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service objective xxx									
Water and air purity	Water :	T% clean	T% clean	T% clean	T% clean	T% clean	T% acceptable	T% acceptable	T% acceptable
	Air:	T% clean	T% clean	T% clean	T% clean	T% clean	T% acceptable	T% acceptable	T% acceptable
Ambient Air Quality Monitorin	Air	-	-	100	100	100	100	100	100

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Employees: Pollution Control					
Job level	2010/11	2011/12			
	Employees	Posts	Employees	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
	No.	No.	No.		
0-3	1	1	1	0	0
4-6	3	3	3	0	0
7-9					
10-12					
13-15					
16-18					
19-20					
Total					

Financial performance 2011.12: Pollution Control					
Details	2010/11	2011/12			
	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)		12,156	12,156	-	0%
Expenditure:					
Employees	2,555	2,599	2,599	2,506	8%
Repairs & Maintenance					
Other	738	9,557	9,557	1044	815%
Total operational expenditure	3,293	12,156	7,337	3,550	242%
Net operational (service) expenditure	-3,293			-3550	100%

Capital expenditure 2011/12: Pollution Control					
Capital Projects	2011/12				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value
Total all	21,340	21,740	9,846	117%	21,740
Project A Establishment of Molemole Landfill Site	3 200 000.00	11 900 000.00	0	+8 700 000	17 000 000.00
Project B Establishment of Lepelle-Nkumpi Landfill Site	17 000 000.00	7 900 000.00	4 588 584.67	-9 100 000	17 000 000.00
Project C Establishment of Molemole	1 539 507.56	1 539 507.56	0	0	17 000 000.00

Landfill Site					
Project D					

Comment on the Performance of Pollution Control Overall

CDM is currently implementing an air quality monitoring program in various locations within local municipalities. The objective of the program is to obtain baseline air quality data on the pollutants concentrations and trends that will inform future activities for air quality management including emission reduction strategies in problem areas.

CDM in conjunction with relevant sector departments celebrate environmental calendar days through awareness campaigns and other capacity building initiatives to address environmental management challenges.

CDM aims to promote the effective and efficient management of waste through support programmes to local municipalities. CDM has developed Waste Management Plans, purchased equipment and have funded the development of landfill sites for local municipalities.

CDM has also developed Environmental Management Plans for Aganang, Blouberg and Lepelle-Nkumpi local municipalities to manage environmental management challenges. Landfill site planning phase in terms of environmental studies and designs have been completed.
T3.59.7

3.14. BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES); AND OTHER (EG. COASTAL PROTECTION)

Introduction Bio-Diversity And Landscape

- Not A District Function: T3.60.2

COMPONENT F: HEALTH

This component includes: clinics; ambulance services; and health inspections.

Introduction to Health

Note: Recent legislation includes the National Health Act 2004.T.62.0

3.15. CLINICS

- Not a function of the district: T3.62.7

3.16. AMBULANCE SERVICES

- Not a function of the district

3.17. HEALTH INSPECTION; FOOD AND ABBATOIR LICENSING AND INSPECTION; ETC

Introduction to Health Inspections; Food and Abattoir Licensing and Inspections, Etc

Health inspections involve inspection of food handling premises, non-food handling premises and institutions and issuing of compliance certificates and notices. These include inspection of water and waste management facilities and sites. The three main targets include waste management sites monitoring and food and water quality monitoring services.

Service Statistics For Health Inspection, Etc: T3.64.2

Health Inspection, Etc. Policy objectives taken from IDP									
Service Objectives	Outline service targets	2010/11		2011/12			2012/13	2013/14	
		Target	Actual	Target		Actual	Target		
		*Previous year (iii)	(iv)	*Previous year (v)	*Current year (vi)	(vii)	*Current year (viii)	*Current year (ix)	*following year (x)
Service indicators	(i)								
Service objective xxx									
Food quality monitoring		2400	1473	2400	2000	2196	2688		

Employees: Health Inspection, Etc.					
Job level	2010/11		2011/12		
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0-3	0	0	0	0	0
4-6	10	10	10	0	0
7-9	14	20	14	3.78	70
10-12					
13-15					
16-18					
19-20					
Total					
T3.64.4					

Financial performance 2011.12: Health Inspection, Etc.					
Details	R`000				
	2010/22	2011/12			
	Actual	Original	Adjustment	Actual	Variance

		budget	budget		to budget
Total operational revenue (excluding tariffs)		9,788	9,788		0%
Expenditure:					
Employees	5,118	8,627	8,627	5,199	67%
Repairs & Maintenance					
Other	552	1,211	1,211	421	521%
Total operational expenditure	5,670	9,838	9,838	5,620	82%
Net operational (service) expenditure	-5,670	50	50	-5,394	

Comment on the Performance of Health Inspections, Etc Overall:

Although the transfer of functions to Capricorn District Municipality was completed from 1 July 2008, a total number of 28 municipal health staff was only transferred to the District municipality on the 01st October 2008.

Since the District is the custodian of municipal health services, it has the authority for the adoption of uniform by-laws applicable and for the planning of the function (MHS) throughout its municipal area. However, district municipalities may delegate where appropriate to the local municipalities in its area of jurisdiction, the actual provision and the day-to-day management of the services in terms of the Service Level Agreement (SLA).

The Municipal Health system function within the Capricorn district municipality ensures that there is improvement in the quality of food supply, monitors the potable water supply quality by health facilities and within the schools, inspection of premises for proper sanitary facilities (schools, crèches and pre-schools, the school nutrition programmes, health facilities) as well as the holding of formal health and hygiene education sessions.

Challenges

Currently the Capricorn District Municipal area is underserved due to understaffing, as identified by the Section 78 processes. The function as transferred from the Department of Health and Social Development is underfunded. MHS staff/officials do not have proper and sufficient work tools to perform their functions effectively and efficiently.

Interventions

The National Treasury will be approached to consider funding for this function to assist the municipality to fully capacitate and perform the MHS function efficiently and effectively. T3.64.7

COMPONENT G: SECURITY AND SAFETY

This component includes: police; fire; disaster management, licensing and control of animals, and control of public nuisances, etc.

Introduction to Security & Safety

In terms of law enforcement facilities, CDM has 12 police stations and 5 magistrates spread across its local municipalities. T3.65.0

3.18. POLICE

Not a function of the District but of the Local Municipality. However, our Intergovernmental relations also coordinated such forums:

3.19. FIRE

The main objective of fire and rescue services is to prevent the loss of life, property and protect the environment and to enhance the principle of safer communities. Other objectives include rescue services, fire prevention and public education.

In terms of the Act, Fire and Rescue services is the function of the District Municipality. Currently this function is partly performed by the District Municipality in the four local municipalities (Blouberg, Molemole and Lepelle-Nkumpi and Aganang) excluding Polokwane. Polokwane Local Municipality is responsible for the function in its area of jurisdiction as per the MEC's resolution. However, Aganang Municipal area is serviced from Polokwane, Lepelle-Nkumpi and Blouberg and this depends on which area is closer to the reported incident.

The Fire and Rescue Services as a District function, strives to protect life and property and to preserve the environment, the following are the three main priorities of the service:

1. Respond to Emergencies (known as operations)
2. Fire prevention & Public Education (Fire Safety)
3. Training and development

The District Municipality in accumulative manner, procured equipment and vehicles, and more personnel were employed (job creation) to improve service efficiency. Awareness campaigns were conducted to inform the community and to market the service.

Control rooms were beefed-up to improve call reporting, call taking and dispatch. All this was done with the aim of improving service delivery.

Metropolitan Fire Service Data				
Details	2009/10	2010/11		2011/12
	Actual No.	Estimate No.	Actual No.	Estimate No.
1 Total fires attended in the year	137		177	
2 Total of other incidents attended in the year	199		204	
3 Average turnout time – urban areas	10min		10min	
4 Average turnout time – rural areas	45min		45min	
5 Fire fighters in post at year end	60		72	
6 Total fire appliances at year end	09		10	
7 Average number of appliance off the road during the year	2		1	

T3.66.2

Fire Service Policy objectives taken from IDP									
Service Objectives	Outline service targets	2010/11		2011/12			2012/13	2013/14	
		Target	Actual	Target		Actual	Target		
		*Previous year	(iv)	*Previous year	*Current year	(vii)	*Current year	*Current year	*following year
	(ii)								

Service indicators (i)		(iii)		(v)	(vi)		(viii)	(ix)	(x)
Provision of Fire and Rescue Services									
1. Response to emergencies	Procure Rapid response vehicles	3	3	0	0	0	0	1	1
Response to emergencies	Upgrade control room systems	3	3	0	0	0	3	3	1
	First turn-out fire fighting vehicles	3	3	0	0	0	0	0	1
	Pick-up van	0	0	0	0	0	6	6	0
	Tactical vehicles	0	0	0	0	0	0	4	4
	Fire water tanker	0	0	1	1	1	0	0	0
2. Fire Prevention & Public Education	Procure inspection vehicles	4	4	0	2	0	0	0	0
	SANS & NFPA codes	2 licences	2 licences	2	2	2	2	2	2
3. Training	Minibus (multi-seater)	1	1	0	0	0	0	0	0
T3.66.3									

Employees: Fire Services					
Job level	2010/11	2011/12			
Fire Fighters	Employees	Posts	Employees	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
Administrators	No.	No.	No.		
Chief fire Officer & Deputy	2	3	2	6.16	66.67
Other fire officers	65	75	65	7.4	89.71
0-3					
4-6					
7-9					
10-12					
13-15					
16-18					
19-20					

Total					
T3.66.4					

Financial performance 2011.12: Fire Services					
					R' 000
Details	2010/11	2011/12			
	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)		23,287	23,621		0%
Expenditure:					
Fire Fighters					
Other Employees	17,890	21,033	21,564	20,830	1%
Repairs & Maintenance					
Other	4,118	4,931	4,733	4,153	19%
Total operational expenditure	22,008	25,963	26,297	24,983	4%
Net operational (service) expenditure	-22,008	-2,676	-2,676	-24,983	96%

Comment On The Performance Of Fire Services Overall:

- Lack of fire and rescue service coverage at Aganang Local municipality leads to the inefficient rendering of services in line with best practices.
- Transfer of Polokwane fire services to the District.

Interventions

- Polokwane Local Municipality was requested to provide land (location: Sterkloop Portion 10. 6 hectares) for purposes of relocating the disaster risk management centre and an application is being considered.
- CDM has purchased the emergency vehicles and equipments to address the turnaround problem associated with the provision of emergency services. Plans have been put in place to establish a fire and rescue service in the Aganang area. To achieve the objectives, CDM will improve communication networks for incident reporting; ensure compliance with the Disaster Management Act. Awareness on environmental issues will also be raised.
- CDM will ensure that approval of new building plans consider fire compliance, regulate the handling and storage of flammable liquids including hazardous materials and conduct building inspections to reduce the vulnerability of the community as a result of fire. It will conduct awareness campaigns and support community-based partnerships regarding fire and disaster management, including training the communities on the use of the equipment and materials procured. T3.66.7

3.20. OTHER (DISASTER MANAGEMENT, ANIMAL LICENCING AND CONTROL, CONTROL OF PUBLIC NUISANCES AND OTHER)

Disaster risk management centre is located at the Polokwane fire station servicing the entire district. Main Disaster hazards identified in the District are; Strong Winds, Flash Floods, Drought, Epidemics, Veld fires, Transport Emergencies. Almost all communities in the district are affected in one way or the other by these hazards although, the degree in which they are affected differs based on their vulnerability.

Disaster management services are run from a minimum budget that barely covers disaster relief materials besides the disaster truck purchased in the 2011/12 financial year. The focus of the services has been responding to disasters (windstorms, displaced families due to fire damages to houses, etc.) and conducting risk assessments and awareness. Facilitated provision of disaster emergency houses (RDPs) to disaster victims with the help of COGHSTA. In addition to the above-mentioned assistance, SASSA and Red Cross have also provided food parcels to disaster victims.

The three top service delivery priorities are:-

- * **Risk assessment**
 - Identification of risks (Vulnerability and Hazards assessments)
 - Prioritisation of identified risks
 - Referral of the prioritised risks to relevant departments
- * **Awareness campaigns**
 - Conducting awareness campaigns at primary and secondary schools as well as in communities
- * **Response and relief interventions**
 - Respond to all reported incidents within the set standard of eight (8) hours Risk assessments done in four local municipalities (Aganang, Blouberg, Lepelle-Nkumpi and Molemole)

Disaster management, Animal Licensing and control, control of public Policy objectives taken from IDP									
Service Objectives	Outline service targets	2010/11		2011/12			2012/13	2013/14	
		Target	Actual	Target		Actual	Target		
		*Previous year	(iv)	*Previous year	*Current year	(vii)	*Current year	*Current year	*following year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Provision of disaster management services in the district									
Institutional capacity	Land for disaster center	1	0	1	1	0	1	1	1
	Disaster truck	1	1	1	1	1	0	0	0
Relieve	Disaster relieve material	130 tents, 1200 blankets, 200 Hand lamps, 60 Salvage sheets, 800 Batteries	130 tents, 1200 blankets, 200 Hand lamps, 60 Salvage sheets, 800 Batteries	50 Tents, 1000 Blankets, 30 Salvage sheets.		0	100 Tents, 1000 Blankets, 100 Salvage sheets.		
Reduction	Hosting of International Disaster Day	1	1	1	1	1	1	1	1
Communications Systems	Upgrade of Disaster	0	0	1	1	1	0	0	1

	Hardware and Software								
	Refurbishment of call points	1	1	1	1	1	0	0	3

Employees: Disaster management, Animal Licensing and control, control of public					
Job level	2010/11	2011/12			
Job Level	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0-3	0	0	0	0	0
4-6	1	1	1	0	0
7-9	3	3	3	0	0
10-12	15	15	15	0	0
13-15					
16-18					
19-20					
Total					
T3.66.4					

Financial performance 2011.12: Disaster management, Animal Licensing and control, control of public					
R` 000					
Details	2010/11	2011/12			
	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)		6,170	6,839		0%
Expenditure:					
Fire Fighters					
Other Employees	5,071	5,074	5,043	5,632	10%
Repairs & Maintenance					
Other	809	1,096	1,796	685	60%
Total operational expenditure	5,880	6,170	6,839	6,317	2%
Net operational (service) expenditure	-5,880	-	-	-6,317	

Capital expenditure 2011/12: Disaster management, Animal Licensing and control, control of public					
R` 000					
Capital Projects	2011/12				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value
Total all	1,524	3,214	1,813	16%	3,214
Project A					
Project B					
Project C					
Project D					

Comment on the Performance of Disaster Management, Animal Licensing and Control of Public Nuisances, Etc Overall:

Disaster management services are run from a minimum budget that barely covers disaster relief materials besides the disaster truck purchased in the 2011/12 financial year. The focus of the services has been responding to disasters (windstorms, displaced families due to fire damages to houses, etc) and conducting risk assessments and awareness

In terms of control of public nuisances our Municipal Health staff in all our local municipalities within Capricorn District focus on public health nuisances. The function involves monitoring of waste management sites and facilities, investigations of nuisances complaints and management of exhumations and re-burials

Construction Disaster Management centre: R100 000 000.00 capitals, no funds available needs external funding.

Refurbishment of call points (for 4 LMS') : R500 000.00 capital
 Interfacing of Polokwane & CDM communication systems R50 000.00 operating budget
 T3.67.7

COMPONENT H: SPORT AND RECREATION

This component includes: community parks; sports fields; sports halls; stadiums; swimming pools; and camp sites.

Introduction to Sport and Recreation

The district is playing a minimum role within the context of powers and functions. Most of these services reside within the ambit of department of Sport, Arts and Culture as well as that of local municipalities with the district offering some support within the extent of available resources.

The main focus has been with refurbishment of community facilities (mainly community halls and sport facilities). This support has experienced scaling down in terms of resource allocations especially since the introduction of some treasury circulars which have resulted in re-aligning interventions in line with core functions and responsibilities of different levels of local government services

3.21. SPORT AND RECREATION

Sport and Recreation Policy objectives taken from IDP									
Service Objectives	Outline service targets	2010/11		2011/12			2012/13	2013/14	
		Target	Actual	Target		Actual	Target		
		*Previous year	(iv)	*Previous year	*Current year	(vii)	*Current year	*Current year	*following year
Service indicators	(ii)	(iii)		(v)	(vi)		(viii)	(ix)	(x)
(i)									

Service objective xxx									
Support the provision of sport facilities in local municipalities	Number of local municipalities supported		Aganang LM - Tibane and Mohlolong stadiums upgrades						
			Blouberg LM - Bergendal sports field fencing and poles						
			Molemo e LM - upgrading of Ramokgopa stadium			Molemo le LM - Mogwadi community hall upgrade		Planning to do further upgrade at Mogwadi hall	
			Lepelle-Nkumpi LM - Lebowa-gomo stadiums and Seleteng ground			Lepelle-Nkumpi LM - Mamaolo hall and Hlogo-Tlou stadium		Planning to do further upgrade at Hlogo Tlou stadium	
			Polokwane LM area - phase one upgrade of district academy of sport			Polokwane LM area - phase two upgrade of district academy of sport and upgrade of Komane ng hall		Planning to do further upgrade at Komane ng hall	

Employees: Sport and Recreation					
Job level	2010/11		2011/12		
Job Level	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.		

				No.	%
0-3	2	2	2	0	0
4-6					
7-9					
10-12					
13-15					
16-18					
19-20					
Total					
T3.67.3					

Financial performance 2011.12: Sport and Recreation					
					R' 000
Details	2010/11	2011/12			
	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)		2,895	2,115		0
Expenditure:					
Other Employees					
Repairs & Maintenance					
Other					
Total operational expenditure	-	2,895	2,115	1,478	637
Net operational (service) expenditure	-	0	0	1,478	-637

Comment on the Performance of Sport and Recreation Overall:

There are established Sports and Recreation Councils in the district (constituted by members of the local Sports and Recreation Councils) and in all the local municipalities which is more of a coordinating structure between the district municipality, local municipalities and the provincial government, particularly the Department of Sports, Arts and Culture. The Councils serve as a link between the department and federations.

The district population participates in activities such as O.R. Tambo games, Indigenous games, Wellness games, Sports Against Crime, Race Against HIV and AIDS organized by the Department of Sports, Arts and Culture, municipalities and sector departments. For recreational purposes, communities also participate in various indigenous games such as *morabaraba*, *kgati* etc.

Challenges

The development of sports in the district is still a challenge. The challenges relates to the unavailability of theatres where artists can showcase their talents, the sports fields that needs to be developed to acceptable standards, limited number of libraries, as well as the maintenance of community halls amongst others.

Of all the fifty-three (53) sporting codes, soccer and netball are the most dominant within the district. This is due to the fact that the district is predominantly rural and, as such, the majority of our people do not have access to suitable sporting facilities, equipments and an adequate budget for development programmes.

Interventions

The District has partnered with the Department of Sport, Arts and Culture and also the Office of the Premier in the Province, Polokwane City and other key stakeholders such as LIBSA, LTP, etc. The availability of sports and recreational facilities in the district will assist in the fight against crime.

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes: corporate policy offices, financial services, human resource services, ICT services, property services.

Introduction to Corporate Policy Offices, Etc

The main objective is to provide support and auxiliary services to all Departments and the political component of the Municipality. Some of the functions include Fleet control, Office accommodation, Effective security services, Reliable and efficient telecommunication service. Timely and well-collated qualitative documents.

3.22. EXECUTIVE AND COUNCIL

This component includes: Executive office (mayor; councillors; and municipal manager).

Introduction to Executive and Council

Capricorn District Municipality was established in terms of the Municipal Structures Act, 1998 (Act No. 117 of 1998) on 01 October 2000 - Provincial Government Notice No. 307 of 2000. CDM is a Category C municipality as determined in terms of Section 4 of the Municipal Structures Act, 1998.

The Executive Mayor and the Speaker head the political component of the municipality. The overall executive and legislative authority vests in Council. However, CDM has an approved delegation system 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 Councillors. Other powers have been delegated to the Municipal Manager.

The Executive and Council Policy objectives taken from IDP									
Service Objectives	Outline service targets	2010/11		2011/12		2012/13	2013/14		
		Target	Actual	Target		Actual	Target		
		*Previous year	(iv)	*Previous year	*Current year	(vii)	*Current year	*Current year	*following year
	(ii)	(iii)		(v)	(vi)	(viii)	(ix)	(x)	
Service indicators	(i)								
Service objective xxx									
Councillor's Support	To provide support to the Exec	Establish comprehensive support to political functionaries and	comprehensive support to political functionaries and	Establish comprehensive support to political functionaries and	Establish comprehensive support to political functionaries and	comprehensive support to political functionaries and	Establish comprehensive support to political functionaries and all		

	utive Mayor, Speaker and Chief Whip.	ries and all Councilors.	all Councilors established	ries and all Councilors.	ries and all Councilors.	all Councilors established	Councilors.		
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Employees: The Executive and Council					
Job level	2010/11		2011/12		
Job Level	Employees	Posts	Employees	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
	No.	No.	No.		
0-3	4	5	4	0	0
4-6	11	13	11	0	0
7-9	6	11	6	0	0
10-12					
13-15					
16-18					
19-20					
Total					
T3.69.4					

Financial performance 2011.12: The Executive and Council					
					R' 000
Details	2010/22		2011/12		
	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)		49,706	51,682	-	0%
Expenditure:					
Other Employees	24,873	24,844	24,844	21,431	16%
Repairs & Maintenance					
Other	21,326	24,862	27,189	11,682	113%
Total operational expenditure	46,199	49,706	52,033	33,113	50%
Net operational (service) expenditure	-46,199		-351	-33,113	

3.23. FINANCIAL SERVICES

Introduction Financial Services

One major area of change is citizens' expectations of their governments regarding public services and their willingness to pay for these services. Every level of government is expected to live within its financial resources and provide as good or better service than in the past.

A Viable Municipality is able to:

- Grow in population and economic terms
- Govern and democratically represent the interests of the community
- Satisfy the responsibilities for administration and services in accord with legislation
- Provide the services needed at a cost that the residents are willing to pay

- Fund services from its financial resources.

The CDM NSDP indicates that the operating budget for all municipalities, on average, has been growing over the periods 2003/04 to 2009/10. Polokwane has the highest sources of operational budget over the years, whereas Aganang has the lowest sources. During the period under review Blouberg municipality experienced an average growth of 32.6%, followed by Lepelle-Nkumpi (23.6%), Molemole (21.3%), Polokwane (16%) and Aganang (15.4%). The average annual capital budget growth was greatest in Lepelle-Nkumpi, Molemole local municipality, and Polokwane local municipality) between 2003/04 and 2009/10.

Debt recovery								
Details of the types of account raised and recovered	2010/11		2011/12			2012/13		
	Actual for accounts billed in year	Proportion of accounts value billed that were collected in the year %	Billed in year	Actual for accounts billed in year	Proportion of accounts value billed that were collected %	Billed in year	Estimated outturn for accounts billed in year	Estimated proportion of accounts billed that were collected %
Property Rates								
Electricity – B								
Electricity - C								
Water – B	34,365	19.92%	59,472	40,659	31.58%	39,446	39,446	100%
Water – C								
Sanitation								
Refuse								
Other								

B-Basic, C-Consumption. See chapter 6 for the Auditor General's rating of the quality of the financial Accounts and the systems behind them
T3.70.2

Financial Services Policy objectives taken from IDP									
Service Objectives	Outline service targets	2010/11		2011/12			2012/13	2013/14	
		Target	Actual	Target		Actual	Target		
Service indicators (i)	(ii)	*Previous year	(iv)	*Previous year	*Current year	(vii)	*Current year	*Current year	*following year
		(iii)	(v)	(vi)	(viii)	(ix)	(x)		
Service objective xxx									
Budget	To provide sound financial management for the	Budget preparations and monitoring	Preparations and monitoring of budget seminar	Budget preparations and monitoring	Budget preparations and monitoring	Preparations and monitoring of budget seminar	Budget preparations and monitoring		

	district.	District financial management seminar	for District financial management organized	District financial management seminar	District financial management seminar	for District financial management organized	financial management seminar		
Income	To improve revenue collection of the district	Financial management support Enforcement of by-laws	support given to Financial management By-laws Enforced	Financial management support Enforcement of by-laws	Financial management support Enforcement of by-laws	support given to Financial management By-laws Enforced	Financial management support Enforcement of by-laws		
Expenditure	To ensure that payment are effected timeously Recording of assets according to GRAP 17	Salary, assets, petty cash, creditors reconciliation Employees benefits valuation Asset management	Reconciliation of Salary, assets, petty cash, creditors Employees benefits valued Asset managed	Salary, assets, petty cash, creditors reconciliation Employees benefits valuation Asset management	Salary, assets, petty cash, creditors reconciliation Employees benefits valuation Asset management	Reconciliation of Salary, assets, petty cash, creditors Employees benefits valued Asset managed	Salary, assets, petty cash, creditors reconciliation Employees benefits valuation Asset management		
Supply Chain Management	To ensure implementation of SCM regulations, expenditure, service standards and policies.	Development of procurement schedule Capacity building of service providers and bid committee members	procurement schedule Developed Capacity building of service providers and bid committee members	Development of procurement schedule Capacity building of service providers and bid committee members	Development of procurement schedule Capacity building of service providers and bid committee members	procurement schedule Developed Capacity building of service providers and bid committee members	Development of procurement schedule Capacity building of service providers and bid committee members		

		rs	organized	rs	rs	organized			
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Employees: Financial Services					
Job level	2010/11	2011/12			
Job Level	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0-3	4	4	4	0	75%
4-6	5	5	5	0	100%
7-9	16	16	16	0	100%
10-12	/	/	/	/	/
13-15	/	/	/	/	/
16-18	/	/	/	/	/
19-20	/	/	/	/	/
Total					
T3.70.4					

Financial performance 2011/12: Financial Services					
Details	2010/11	2011/12			
	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)	513,332	75,918	83,652	592,593	87%
Expenditure:					
Other Employees	59,199	12,199	12,199	11,432	7%
Repairs & Maintenance					
Other	53,256	64,159	71,893	49,640	29%
Total operational expenditure	112,455	76,358	84,092	61,073	25%
Net operational (service) expenditure	440,877	-440	-440	531,520	100%

Comment on the Performance of Financial Services Overall:

- Refer to Auditor General Report

3.24. HUMAN RESOURCE SERVICES

The Human Resources Department focuses on the following functions:

1. Recruitment and retention of employees – 26 positions have been filled in the year under review, 09 positions in Community Services, 09 in Strategic Support Services, 03 positions in Finance department, 03 positions in Corporate Services Department, 01 position in Infrastructure Services and 01 Development Planning and Environmental Management Services
An Employment Equity report was developed and submitted to the Department of labour by the deadline.

2. Organizational Development and Employee Wellness – The organization embarked on the Organizational review and the Integration of the transferred employees from Department of Water Affairs and Environmental Health Services.

3. Labour Relations and Occupational Health and Safety – Occupational Health and Safety committees were established. Committees have been established to deal with labour related issues, the Local Labour Forum and the Human Resources Development Committees were conducted and resolutions taken to improve the employee relations.

4. Human Resources Development

On annual basis, municipalities are expected to compile and submit to the Local Government SETA a workplace Skills Plan (WSP) and the Annual Training Report (ATR) by the end of each financial year. A workplace Skills Plan (WSP) and the Annual Training Report (ATR) was developed and submitted to the Local Government SETA by the 30th of June 2012.

The municipality has provided a number of capacity building interventions such as training for councillors and employees, bursaries for employees, learnerships and internships as informed by the WSP.

Internal Bursaries

Sixty Eight employees were awarded bursaries to pursue studies at various institutions from higher learning for the 2011 and 2012 academic years.

External Bursaries

The municipality established a partnership with the Capricorn FET College with in intention to award young people from within the District bursaries to pursue courses in Civil Engineering and Water related programmes at the Capricorn FET College.

Internships and Learnerships

The municipality launched a learnership and an Artisan programme which is facilitated in Partnership with Lulu Gwagwa in association with Lepelle Northern Water. The municipality placed 19 Interns in different departments across the municipality. .

Through the Lulu Gwagwa initiative the municipality recruited 9 unemployed young people for the Mechanical and Electrical Artisan programme. Furthermore through this initiative we facilitated a Water Treatment Learnership and 34 unemployed youths were placed in this regards.

There are also 5 Financial Management Grant and 2 Transport interns that were placed for the year under review.

5. Employee Wellness Program – The municipality has continued to provide Employee Wellness Services to all employees who required such service. Reports were compiled according to individual cases and follow ups were done for each case.

Human Resource Services: to attract, develop, manage, reward, engage and retain Capricorn District Municipality’s employees to ensure that municipality’s strategic objectives are met and help to make Capricorn District Municipality and employer of choice									
Service Objectives	Outline service targets	2010/11		2011/12			2012/13	2013/14	
		Target	Actual	Target		Actual	Target		
		*Previous year	(iv)	*Previous year	*Current year	(vii)	*Current year	*Current year	*following year
	(ii)	(iii)		(v)	(vi)		(viii)	(ix)	(x)

indicator (i)									
Service objective xxx									
staff provisioning plan	% compliance to staff provisioning plan / cycle		70% compliance to staff provisioning plan / cycle		95% compliance to staff provisioning plan/cycle		100% compliance to staff provisioning plan / cycle	100% compliance to staff provisioning plan / cycle	
Employment Equity Plan	% progress in the review and implementation of the Employment Equity Plan		70% progress in the review and the implementation of the Employment Equity Plan		100% progress in the review and implementation of the Employment Equity Act		100% in the review and the implementation of the Employment Equity Plan	100% in the review and the implementation of the Employment equity Plan	
integration plan	% of progress in the implementation of the integration plan		40% progress in the implementation of the integration plan		progress in the implementation of the integration plan		100% progress in the implementation of the integration plan	100% progress in the implementation of the integration plan	
training	Number of training programs/ interventions		10% admin and 80% councillors training conducted		70% administration and 90% councillors trained		80% administration and % councillors trained	100% administration and 100% councillors trained.	
HRD strategy	Availability of reviewed district HRD strategy		None		100% compliance with the district strategy		100% compliance with the district strategy	100% compliance with the district strategy	
bursary	Internal and External bursary		40 internal and 20 external beneficiaries to receive		40 internal and 20 external beneficiaries to receive		40 internal and 25 external beneficiaries to receive bursaries	40 internal and 25 external beneficiaries to receive	

			bursaries		bursaries			bursaries	
Employee Wellness program	Employee Wellness program		20% progress in implementing employee wellness program		100% progress in implementing employee wellness program		100% progress in implementing employee wellness program	100% progress in implementing employee wellness program	
Occupational Health and Safety	Occupational Health and Safety		50% compliance with OHS standards and procedures		80% compliance with OHS standards and procedures		100% compliance with OHS standards and procedures	100% compliance with OHS standards and procedures	
Job evaluation	Job evaluation		30% of OD and change management recommendations implemented		90% of OD and change management recommendations implemented		100% of OD and Change management recommendations implemented	100% of OD and Change management recommendations implemented	

Employees: Human Resource Services						
Job level	2010/11	2011/12				
Job Level	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)	
	No.	No.	No.	No.	%	
0-3	2	3	2	0.64	66.67	
5-6	4	4	4	0	0	
7-9	16	16	16	0	0	
10-12	0	0	0	0	0	
13-15	1	1	1	0	0	
16-18						
19-20						
Total						
T3.71.4						

Financial performance 2011/12: Human Resource Services					
R` 000					
Details	2010/22	2011/12			
	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)		13,661	15,971		0%
Expenditure:					
Other Employees	7,818	6,065	6,926	6,217	2%
Repairs & Maintenance					
Other		7,595	9,044	8,000	5%

Total operational expenditure	8,006	13,661	15,971	14,217	4%
Net operational (service) expenditure	15,824	0	-	-14,217	100%

Capital expenditure 2011/12: Human Resources Services						R' 000
Capital Projects	2011/12					
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value	
Total all						
Project A						
Project B						
Project C						
Project D						

3.25. INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

This component includes: Information and Communication Technology (ICT) services.

Introduction to Information and Communication Technology (ICT) Services

Top 3 service delivery priorities

- Improved bandwidth for the remote offices for speed access and availability of the network
- Upgraded Disaster centre system for effective management of incidents
- Implementation of onsite backup to protect municipal data and ensure data availability

Service Statistics for ICT Services

- Information Technology Policies approved and implemented
- Information Technology Disaster recovery plan in place
- Upgraded network and fire station sites
- Effective management of infrastructure and network security
- Effective management of the integrated application system
- Improved server room infrastructure
- Upgraded disaster management system: T3.72.2

ICT Services Policy objectives taken from IDP									
Service Objectives	Outline service targets	2010/11		2011/12			2012/13	2013/14	
		Target	Actual	Target		Actual	Target		
		*Previous year	(iv)	*Previous year	*Current year	(vii)	*Current year	*Current year	*following year
Service	(ii)	(iii)	(v)	(vi)	(vii)	(viii)	(ix)	(x)	

indicators									
(i)	Service objective xxx								
	Disaster recovery plan in place and implemented		Develop a Disaster recovery plan		Disaster recovery plan in place		Implementation of disaster recovery recommendations		Implementation of disaster recovery recommendations
	Implementation of backup system		Provision of internal and external backup of institutional data		100% internal and 50% external backup management		100% internal and 70% external backup management		100% internal and 100% external backup management
	% of availability of Security Cameras at remote sites		Installation of security cameras at remote sites		70% availability of cameras		70% availability of cameras		70% availability of cameras
	Implementation of new network system		Upgrade the current network infrastructure		70% network standardisation		80% network standardisation		100% network standardisation
	Implementation of new server rack by September 2011		Procurement of the new server rack		100% server rack installed and managed		100% server rack installed and managed		100% server rack installed and managed
	Develop implementation plan on IT policies by August 2011		Develop workshop plan on IT policies		100% workshop conducted		100% workshop conducted		100% workshop conducted
	100% implementation of IT Risks recommendations		Develop a plan to implement IT risks		100% risks recommendation implemented		100% risks recommendation implemented		100% risks recommendation implemented

Employees: ICT Services					
Job level	2010/11	2011/12			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0-3	1	1	1	NONE	NONE
4-6	3	3	3	NONE	NONE
7-9	/	/	/	/	/
10-12	/	/	/	/	/
13-15	/	/	/	/	/
16-18	/	/	/	/	/
19-20	/	/	/	/	/
Total					

Financial performance 2011/12: ICT Services					
Details	2010/11	2011/12			
	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)		8,416	11,528	-	0%
Expenditure:					
Other Employees	4,007	4,409	4,429	4,335	2%
Repairs & Maintenance		192	192	55	249%
Other	2,945	4,415	7,508	3,223	37%
Total operational expenditure	6,952	9,016	12,130	7,613	18%
Net operational (service) expenditure	-6,952	-600	-602	-7,613	115%

Capital expenditure 2011/12: ICT Services					
Capital Projects	2011/12				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value
Total all				0	
IT Security	350,000	None		0	rollover
Camera					
Computers	60000	None	60,000	0	60,000
Laptop	150000	None	150,000	0	150,000
Printers	10000	None	10,000	0	10,000
Network	500000	None	190100	0	190100

Upgrade to infrastructure					
Server Rack	300000	None	37,648	0	37,648
Helpdesk Software	300,000	None	292,000	0	292,000
IT Assessment	570 000	None		0	-
Service Delivery Call Center	3,000,000	None	2,998,314	0	2,998,314
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure0 as appropriate) T3.72.6					

Comment on the Performance of ICT Services Overall:

- Service delivery call center – project was implemented within the time frame and no variance was done on the project during the financial year under review
- Financial system project was removed and replaced by the IT Assessment project 2 000 000 was reduced during the adjustment budget and only 570 000 was allocated for IT Assessment
- IT Helpdesk software was implemented within the time frame and no variance was done on the project during the financial year under review
- Upgrading of the infrastructure network was implemented within the time frame and no variance was done on the project during the financial year under review: T3.72.7

3.26. PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

This component includes: property; legal; risk management and procurement services.

Introduction to Property; Legal; Risk Management and Procurement Services

Property; legal; Risk Management and Procurement Services Policy objectives taken from IDP									
Service Objectives	Outline service targets	2010/11		2011/12		2012/13	2013/14		
		Target	Actual	Target		Actual	Target		
		*Previous year	(iv)	*Previous year	*Current year	(vii)	*Current year	*Current year	*following year
Service indicators	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service objective: Provision of Legal services									
		100% contracts signed on time	90% contracts signed on time	100% contracts signed on time	100% contracts signed on time		100% contracts signed on time		

		100% compliance with litigation and settlement process	90% compliance with litigation and settlement process	100% compliance with litigation and settlement process			100% compliance with litigation and settlement process		
		100% updates on legal matters	100% quality legal opinion provided both orally and in writing	100% updates on legal matters			100% updates on legal matters		

Employees: Property; legal; Risk Management and Procurement Services					
Job level	2010/11		2011/12		
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0-3	5	5	5	0	0
4-6	7	7	7	0	0
7-9	7	7	7	0	0
10-12	/	/	/	/	/
13-15	/	/	/	/	/
16-18	/	/	/	/	/
19-20	/	/	/	/	/
Total					
T3.73.4					

Financial performance 2011/12: Property; legal; Risk Management and Procurement Services R' 000					
Details	2010/11	2011/12			
	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)		3,271	3,276		0%
Expenditure:					
Other Employees	1,691	1,951	1,956	2,297	15%
Repairs & Maintenance					
Other	1,480	1,320	1,320	952	39%
Total operational expenditure	3,171	3,271	3,276	3,249	0 68%
Net operational (service) expenditure	-3,171	-	-	-3,249	

COMPONENT J: MISCELLANEOUS

None

COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD

This component includes: Annual Performance Scorecard Report for the current year.

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
1. Finance Department																	
<p>Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System <i>(A differentiated approach to municipal financing ,planning and support)</i> Strategic objective: To establish systems and structures for water function. Measurable objective: To ensure that revenue is collected. KPA 4: Municipal Financial Viability</p>																	
Income	Review the organizational structure in line with water function	Water services structure reviewed	New indicator	Final water services structure reviewed	5	Approved organizational structure in line with water functions	Numbers	Draft organizational structure available	Partially achieved.	Nil	Nil	None	None.	Verified	N/A	Achieved Through inspection of portfolio of evidence, it was found organisational charts were done and presented to management and MMS.Draft organisati	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																onal chart submitted as evidence	
	Billing Support	Billing support to locals for water ring-fencing	New indicator	Report on water ring fencing and support to local municipalities	5	Report	Numbers	Ring fencing report not available Service Provider appointed to give support to Local Municipalities Report on Operations and Maintenance (O & M) on water complete.	Partially achieved.	R3 Million	Nil	Ring fencing report not yet finalized.	Report will be finalized by end of July 2012.	Verified	Query acknowledged and will be corrected.	Not achieved Ring fencing report not available	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
								Process plan adopted for support to local municipalities.									
	Enforcement of by-laws	% in Enforcement of credit control and tariff by-laws once promulgated.	New indicator	Credit control and tariff by-laws enforced in communities.	25	Reports	Numbers	Draft By-laws developed but not adopted.	Not achieved.	Nil	Nil	Promulgation not done on Credit control and Tariff by-laws.	Reviewal and finalization of draft by-laws for credit control & debt collection	Verified	Query acknowledged and will be corrected.	Not achieved Bylaws were on draft	Yes
	Review the Revenue	Reviewed revenue Enhance	Revenue Enhancement	Reviewed and	5	Approved strate	Numbers	Draft Revenue enhancement	Partially achieved	Nil	Nil	Delay in the consul	Finalization of the		Query acknowledged	Not achieved Revenue	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Enhancement Strategy	ment Strategy	Strategy available	enforced		gy		ent strategy developed	evened.			tation processes	consultation process and adoption by Council in 2012/13 financial year		ed and will be corrected.	enhancement strategy was on draft	
<p>Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>A differentiated approach to municipal financing ,planning and support</i>). Strategic objective: To provide sound financial management and budgets for the district. Measurable objective: to ensure that the district has sound financial management systems and credible budget. KPA 4: Municipal Financial Viability</p>																	
Budget and treasury	Budget Preparation	Number of accurate budget reports submitted to management and mayoral committee	12 budget reports	12 budget reports submitted to management and mayoral committee	60	Budget reports	Numbers	12 budget reports submitted to management and mayoral committee	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	Achieved Through inspection of portfolio of evidence, it was found that budget was approved by council.Bu	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																Budget and Minutes submitted as evidence	
	Budget Reporting	Number of accurate financial reports submitted to management and mayoral committee	2 financial reports	2 accurate financial reports submitted to management and mayoral committee	10	financial reports	Numbers	2 accurate financial reports were submitted as planned.	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	Achieved Through inspection of portfolio of evidence, it was found that budget was approved by council. Budget and Minutes submitted as evidence	Yes
		% of expenditure on OPEX	42% budget spent on	100% budget spent on	100% budget spent	Expenditure report	Number	71% budget spent on OPEX	Achieved.	R 562.1 m	R 397.1 m	None	None	Verified	Query acknowledged	Achieved Through inspection of portfolio	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		budget	OPEX	OPEX		s		due to savings experienced on austerity measures.							and will be corrected.	of evidence, it was found that 71% budget on Opex were spend. Budget report submitted as evidence	
		% of expenditure on capex budget.	61% budget spent on CAPEX	100% budget spent on CAPEX	100% budget spent	Expenditure reports	Number	41% budget spent on CAPEX	Not achieved.	R 310.1 m	R 125.m	Lack of Forward planning	Forward Planning Multi-year Project planning approach	Verified	Noted	Not achieved 59% budget spent on Capex were not spent	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		Unqualified audit opinion	Disclaimer	Unqualified opinion issued by Auditor General (AG)	Clean audit	AG report	Audit opinion received	Qualified audit opinion issued by Auditor General	Partially achieved.	R 2 321 629.11	R 2 266 305.13	Non confirmation of water transactions by AG due to late submission of local municipalities' financial statements.	Service provider appointed to assist municipalities with preparation of Annual Financial Statements	Verified	Noted	Not achieved as the municipality received qualified audit opinion	Yes
	Acquisition of electronic asset verification	Availability of an accurate asset	Available asset register that is not	Accurate Asset Register	Accurate Asset Register	Reports	Number	Appointed service provider for electronic	Partially Achieved	R2 000 000	R 239 333	The uploading of the update	Service provider for configuration	Verified		Not achieved 100% Complainant asset	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	on scanner	register	accurate					asset management system. Draft report available	d			ed asset register not fully updated on SAP.	and uploading of the asset register on SAP financial system appointed			register not completed	
	Unbundling of Assets	% of GRAP compliant Asset Register	80% compliant Fixed Asset Register	100% GRAP Compliant Assets Register	100% GRAP Compliant	Compliance reports	Number	90% GRAP compliant asset register	Partially Achieved.	Nil	Nil	Assets under construction not yet unbundled	Service provider appointed for unbundling of assets.	Verified	Query acknowledged and will be corrected.	Not achieved 100% Compliant asset register not completed	Yes
	Disposal management	% progress in implementing	New indicator	100% progress in implementing	100% in implementation of disposal manage	Compliance reports	Number	25% progress made for availability of draft	Partially Achieved	Nil	Nil	Delay in the finalization of the	To be finalized and adopted by	Verified	Noted	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		disposal management within Asset management Policy		disposal management within asset management policy	ment			asset management procedure manual which includes disposal processes	d.			manual	council in the 2012/2013 financial year				
		% of compliance with CDM disposal policy on disposed assets	New indicator	100% compliance with CDM disposal policy	100% compliance	Compliance reports	Number	100% compliance with CDM disposal policy within the applicable Assets management policy.	Achieved	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
	Benefit Administration	Payment of employee benefits	New indicator	1 Employee's benefits valuation	5	Reports	Numbers	Employee's benefits valued as	Achieved.	R115 000	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
								planned.								found that salaries and benefits and creditors are paid.Salary and creditors report submitted as evidence	
	Expenditure management	% salaries & benefits paid on time	99% salaries and benefits pain on time	100% salaries & benefits paid on time	100% paid on time	Reports	Number	100% salaries and benefits paid	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that salaries and benefits and creditors are	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																paid.Salary and creditors report submitted as evidence	
	Creditors management	% of creditors payments within 30 days	90% payments of creditors on time	100% Payment of creditors within 30 days	100% Payment of creditors on time	Reports	Number	95% Payment of creditors within 30 days paid twice in a month	Partially achieved.	Nil	Nil	Long outstanding creditors not yet cleared	Creditors circularization letter issued for confirmation of long outstanding creditors	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that payment are made twice a month. Payment vouchers submitted as evidence	Yes
	Monitoring of Financial	% of Financial Managem	100% Financial Managem	100% budget	100% budget	Expenditure report	Number	86% budget	Partially achieved.	R 1,25m	R 1 071 2	Delay in the implementation	Service provider appointment	Verified	Noted	Not achieved 86%	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Management Grant (FMG) and Municipal Systems Improvement Grant (MSIG) utilization	ent Grant utilized as projected	ent Grant	spent	spent	s		spent	ieved.		69	mentation of asset management project and customization of reports	ed for asset management			budget was spent	
		% of FMG and MSIG utilisation reports	12 FMG and MSIG utilisation reports	16 FMG and MSIG utilization reports submitted	80	Reports	Numbers	24 FMG and MSIG reports submitted	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
	Petty cash manage	% reduction in petty cash	100% reduction in petty	100% reduction in petty cash	100% reduction in petty cash	Reports	Number	100% reduction in petty cash	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	ment	replenishments	cash	replenishment	replenishment			replenishment								of evidence, it was found that petty cash replenishment are adhered to.	
		% in compliance with petty cash disbursement regulations	100% compliance with petty cash disbursement	100% compliance with petty cash disbursements regulations	100% compliance	Reports	Number	100% compliance with petty cash replenishments	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
	Cost recovery	% in implementing the cost recovery procedures	New indicator	20% implementation of cost recovery procedures	100% implementation of cost recovery procedures	Reports	Number	20% implementation of cost recovery procedures embedded	Not achieved.	Nil	Nil	Non implementation of cost recovery measures	Investigation of appropriate meters that allows restricti	Verified	Noted	Not achieved Revenue enhancement strategy was still	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
								d in the credit control and debt collection policy				res due to current water meters system with no restriction valves	on of service for enhancement of cost recovery.			on draft	
	Reconciliations of income and payments due to CDM	Number of monthly CDM creditors/debtors reconciliations	12 monthly CDM creditors/debtors reconciliations	12 reconciliations	60	Reports	Numbers	12 reconciliation reports done	Achieved	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that creditors reconciliations were prepared. Creditors reconciliation	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																submitted as evidence	
	Customer care	Frequency of updating consumer database in a year	1 consumer database	Updating of consumer database once a year	100%update	Reports	Number	Consumer database not updated.	Not Achieved.	Nil	Nil	Delay in the updating of the consumer database	Conduct data cleansing customer	Verified	Query acknowledged and will be corrected.	Not achieved	No
<p>Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>A differentiated approach to municipal financing ,planning and support</i>). Strategic objective: To ensure compliance to SCM policy and Service standards. Measurable objective: To ensure implementation of SCM regulations and expenditure service standards and policies. KPA 4: Municipal Financial Viability</p>																	
Supply chain management	Development of the procurement schedule	% in the development of procurement schedule	10/11 procurement schedule available (capital/operational)	Availability of 2011/12 and 12/13 procurement schedule by June 2012	5	Procurement plan	Number	Procurement plan for 2011/12 and 2012/2013 is available.	Achieved	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that 2012/2013 procurement	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																ent plan were prepared. Procurement plan submitted as evidence	
		% of adherence to procurement schedule	50%	100% adherence to Procurement Schedule (capital/operational)	100% adherence	Reports	Number	82% adherence to procurement schedule.	Partially Achieved	Nil	Nil	Lack of forward planning	Forward Planning Multi-year Project planning approach	Verified	Noted	Not achieved 18% non-adherence to procurement schedule	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Implementation of Bid Committees Decisions	Turnaround time in implementing from bid specification committees decisions	90 days turnaround time in implementing bid committee decisions	90 days Turnaround Time in implementing bid committees' decisions	90 days Turnaround Time	Reports	Number	54 bids were implemented within 90 days as planned 9 bids were implemented within 180 days	Partially Achieved	Nil	Nil	Lack of Forward planning	Forward Planning Multi-year Project planning approach	Verified	Query acknowledged and will be corrected.	KPI not reported	No
	Appointment of Service providers	Turnaround time of appointment of service providers	90 days turnaround time of appointment of service providers	90 days Turnaround time of appointment of service providers	90 days Turnaround time	Reports	Number	Service providers are appointed within the 14 day turnaround time.	Target Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
	Logistics	Number of stock	12 stock takings	12 of stock	60	Reports	Number	12 Stock taking	Achieved	Nil	Nil	None	None	Verified	Noted	Achieved Through	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Management	takings done		taking done				conducted	d.							inspection of portfolio of evidence, it was found that stock take are done on a monthly basis. Report submitted as evidence	
		% reduction in stock losses recorded	100% reduction in stock losses recorded	100 % reduction in stock losses	100 % reduction	Reports	Number	100% reduction in stock losses.	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that 0% stock loss were recorded on a monthly	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																basis.Rep ort submitted as evidence	
		Number of inventory management reports	4 inventory management reports	12 of inventory management report	60	Reports	Numbers	12 Inventory management reports compiled	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
	o	Number of reports produced on the monitoring of service providers	2 reports produced on the monitoring of service providers	2 reports produced on monitoring of service providers.	20	Reports	Numbers	A tool for monitoring service providers appointed for work below R30 000.00 was developed and	Not Achieved.	Nil	Nil	Late development of monitoring tool	Evaluation of service provider performance will commence in the 2012/13 financial	Verified	Query acknowledged and will be corrected.	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
								piloted Reports on the monitoring of service providers not produced					1 year (Project Management Unit)				
		Number of evaluation reports submitted to adjudication	12 evaluation reports submitted to adjudication	12 evaluation reports submitted to adjudication.	60	Reports	Numbers	52 evaluation reports recommended to the adjudication committee	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
N		Number of adjudication reports completed and	12 of adjudication reports completed and submitted	12 adjudication reports completed and	60	Reports	Numbers	52 adjudication reports recommended by the	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		submitted for approval/appointments	for approval/appointments	submitted for approval/appointment.				Adjudication Committee for approval.							corrected.		
Budget and treasury	Preparation of the budget statements	Number of budget statements submitted to management, the Accounting Officer and Executive Mayor	12 of budget statements submitted to management, the Accounting Officer and Executive Mayor	12 budget reports submitted to management and mayoral committee	60	Reports	Numbers	12 budget reports submitted to management and mayoral committee	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
		Turnaround time in resolving budgetary issues	30 days turnaround time in resolving budgetary issues	30 days turnaround time in resolving budgetary issues	30 days turnaround time	Reports	Number/turnaround time	Budgetary queries are resolved within 30 days	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
															ted.		
		% compliance with the MFMA implementation plan	50% compliance with the MFMA	100% compliance to MFMA	100% compliance	Reports	Number	100% compliance to MFMA	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that budget queries were resolved. Quartely MFMA implementation checklist submitted as evidence	Yes
		Number of bank reconciliation	12 of bank reconciliation	12 bank reconciliation performed	60	Reports	Numbers	44 bank reconciliation statement	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Bank reconciliation	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Reconciliation of Bank Statements	statements	statements	d				s prepared weekly.								submitted as evidence	
	Reconciliation of Bank Statements	% accuracy of bank reconciliation statements	100% accuracy of bank reconciliation statements	100% accurate bank reconciliation prepared	100% accurate bank reconciliation	Reports	Number	100% accurate bank reconciliation prepared.	Target Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that bank reconciliation were compiled. Bank reconciliation submitted as evidence	Yes
	Reconciliation of Bank Statements	Turnaround time in following up outstanding bank	60 days time in following up outstanding bank	Weekly turnaround time in following up outstanding	Weekly turnaround time	Reports	Number	Follow-ups are on a weekly basis.	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		reconciliation items	reconciliation items	ng bank reconciliation items											corrected.		
		Reviews of monthly cash flow actual against projections	12 monthly cash flow	12 reviews of monthly cash flow actual against projections	60	Reports	Number	21 Cash flows reports complied.	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that cash flow projections were compiled. Cash flow submitted as evidence	Yes
		Frequency of reconciling investment register	12 reconciling investment register	12 frequency of reconciling investment	60	Reports	Number	Investment register reconciled 26 times.	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
				nt register												found that investments were reconciled .Investment register submitted as evidence	
	Reconciliation of salary control account	% accuracy of reconciliation of Salary Control Account	100% reconciliation of Salary Control Account	100% accuracy of reconciliation of salary control	100% accuracy of reconciliation	Reports	Number	100% accurate salary control account reconciliation performed	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that salary control account were reconciled .Salary reconciliation submitted as	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																evidence	
		Frequency of Salary Control Account reconciliation	12 Salary Control Account reconciliation	12 Monthly frequency of salary control reconciliation	60	Reports	Number	12 salary control reconciliation accounts performed	Achieved.	Nil	Nil	None	None	Verified	Noted	Not achieved Salary control reconciliation for June was not prepared	Yes
	Creditors reconciliation	Number of Reconciliations of creditors accounts	12 Reconciliations of creditors accounts	12 reconciliation of creditors accounts	60	Reports	Number	12 creditors reconciliation performed	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that creditors reconciliations were prepared. Creditors reconciliation submitted	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																as evidence	
	Creditors management	Turnaround time in updating filing system	Monthly updating of filing system	Monthly turnaround time in updating of filing system	Monthly turnaround time	Reports	Number	Monthly filing system and scanning are performed and all document have been filled	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of store room, it was found that filling system and scanning were done.	Yes
		% accuracy of projects accounts reconciliations	100% accuracy of projects accounts reconciliations	100% of projects account reconciliation	100% of projects	Reports	Number	90% projects reconciled and settled accordingly	Partially achieved.	Nil	Nil	Delay in the reconciliation processes	Reconciliation to be completed in the 2012/20	Verified	Query acknowledged and will be correct	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													13 financial year		ted.		
		Turnaround time in paying creditors	30 Days time in paying creditors	30 days turnaround time of paying creditors	30 days turnaround time	Reports	Number	30 days turnaround time with payments made twice per month	Achieved.	Nil	Nil	None	None	Verified	Noted	KPI not reported	No

2. EXECUTIVE MANAGEMENT DEPARTMENT

Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (*A Single Window of coordination*). **Strategic objective:** To provide support to the Executive Mayor.
Measurable objective: To ensure that the office of the Executive Mayor is well-managed. **KPA 5:** Good Governance and public participation

Strategic focus area	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieve)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring	Management response	Internal audit comment	Portfolio of evidence
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Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
(IDP)									d or not achieved					quality assurance comment			ce
Council support	Meetings of the Executive Authority	Number of executive committee meetings coordinated and supported	36 Executive Committee meetings to be coordinated and supported	36 Executive Committee meetings coordinated and supported	180	Minutes	Number	36 Executive Committee meetings were held	Achieved.	Nil	Nil	None	None	Verified	Noted	Not Achieved Target not met	Yes
	Speech writing for the Executive Authority	Number of well researched and written speeches submitted in time	36 researched and written speeches submitted in time	100 well researched and written speeches submitted in time to the Executive Authority	500	Speeches	Number	100 speeches were written for the Executive Authority	Achieved.	Nil	Nil	None	None	Verified	Noted	Evidence not provided	No
	Media Relation	Number of well	100 media	12 media statement	60	media statem	Num	28 media statement	Achieve	Nil	Nil	None	None	Verifi	Noted	Evidence not	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	s	sourced media statements distributed	statements distributed	s distributed		ents issued	ber	s were issued out.	d.					ed		provided	
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>A Single window of Coordination</i>). Strategic objective: To provide Council support. Measurable objective: To ensure that the office of the Speaker and the Chief Whip is well-managed. KPA 5: Good Governance and public participation																	
Council support	Council meetings	Number of Council meetings	4 council meetings	4 council meetings	20	Minutes	Number	10 Council meetings were held	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that council meetings were held. Minutes and Attendance register submitted as evidence	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Mayoral Committee meetings	Number of Mayoral meetings	11 Mayoral Committee meetings	11 Mayoral Committee meetings	55	Minutes	Number	13 Mayoral Committee meetings were held	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
	Meetings of Portfolios and Clusters	Number of portfolios & clusters	80 Portfolios were held, 12 Cluster meetings held	80 Portfolio and 12 cluster meetings	400	Minutes	Number	60 Portfolio Committee meetings were held	Partially Achieved.	Nil	Nil	Postponement of strategic planning session and IDP/Budget consultative session	Adherence to the Institutional Calendar by all departments	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that portfolio and cluster meetings were held. Attendance register submitted as	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																evidence	
				12 Cluster meetings	60	Minutes	Number	18 Cluster meetings were held.	Achieved	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that portfolio and cluster meetings were held. Attendance register submitted as evidence	Yes
	Management meetings	Number of Management meetings	12 Management meetings coordinated	12 Management meetings coordinated	60	Minutes	Number	15 Management meetings were held	Achieved	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
															ted.		
	Meetings of IGR structures. (Speaker & Chief whip's Forum)	Number of functional Intergovernmental Relations structures	4 meetings each	4 meetings each	20	Minutes	Number	15 meetings held (8 Speakers & 7 Chief whips)	Achieved	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that Cooperative Governance and Intergovernmental Relations meetings were held. Attendance register and Minutes submitted as	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																evidence	
	Meetings & programmes of Oversight structures (MPAC)	Number of oversight programmes	4 Oversight meetings	4 Oversight meetings	20	Minutes	Number	16 (15 MPAC meetings & 1 District MPAC Forum) were held	Achieved	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that MPAC meetings and public hearing were held. Attendance register submitted as evidence	Yes
	Council Outreach	Number of outreach held	2 outreach held	2 Council outreach programmes coordinated	10	Minutes	Number	2 Council outreach programmes were held	Achieved	R800 000	226 806 00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																found that outreach was held. Minutes submitted as evidence	
	Project Visits	Number of project visits held	12 project visits held	12 Project visits	60	Minutes	Number	18 Project visits were conducted in various LMs	Achieved	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that project visit were conducted .Attendance register submitted as evidence.	Yes
	Respond to key despera	% in response to	100% response to	100% response to	100% response	Reports	Percentage	100% responses were	Achieved	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	te requests for support by individuals and communities.	Community Social Support issues	Community Social Support issues	Community Social Support issues			e	issued out to address community issues	d							of portfolio of evidence, it was found that Community support issues were addressed .	
	Councillor's support	% in provision of Councillor's Support	100% provision of Councillor's Support	100% support given to councillors'	100% support	Reports	Percentage	100% support given to councillors'	Achieved	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence and enquiry with Acting Senior Manager: Executive Management, it was found that support is	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																given to councillors as and when required.	
	Stakeholder Participation	Number of stakeholder participation programmes held	One (1) District Lekgotla	1 District Lekgotla	5	Reports	Number	2 District Lekgotla were held	Achieved	250 000 00	227 833 00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that District Lekgotla was held. Minutes and Attendance register submitted as evidence.	Yes
<p>Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>A Single window of coordination</i>). Strategic objective: To co-ordinate programmes that supports the spirit of co-operative governance. Measurable objective: To ensure that effective governance is implemented and supported to improve and sustain service delivery. KPA 5: Good Governance and public participation</p>																	

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
Intergovernmental relations	District Mayor's Forum	Number of mayors forums coordinated	28 mayors forums coordinated	28 forums coordinated. (LED, Audit, Technical, Communication, CFO's, Water Sector, Secretaries Forum	140	Reports	Number	28 meetings held	Achieved	R50 000	R62 429.00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that Mayor's forums were coordinated. Minutes and attendance register submitted as evidence	Yes
	MM's Forum	Number of MM's forums coordinated	4 MM's forums coordinated	4 meetings coordinated.	20	Minutes	Number	4 meetings held	Achieved			None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that MM's	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																forums were coordinated. Minutes and attendance register submitted as evidence	
	Other Forums Coordinated	number of other forums coordinated	4 other forums coordinated	4 meetings coordinated.	20	Minutes	Number	7 meetings held	Achieved			None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that forums were coordinated. Minutes and attendance register submitted as	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																evidence	
<p>Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (A Single Window of Coordination). Strategic objective: To engage programmes that fosters participation, interaction and partnership. Measurable objective: To ensure that partnership is maintained in executing special focus programmes within the district. KPA 5: Good Governance and public participation</p>																	
	Children Development Programmes	number of children development programmes coordinated	100% achievement of targets to date.	36 Children Development Programmes coordinated.	180	Reports	Number	42 Children Development Programmes coordinated.	Achieved	R300 000	R101 995.00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that development programmes such as children right campaigns ,safe school and camps were coordinated. Invitatio	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																n and attendance register submitted as evidence	
	Disability Development Programmes	Number of Disability Development programmes coordinated.	100% achievement of targets to date.	22 Children Development Programmes	110	Reports	Number	13 Disability Development Programmes coordinated.	Not Achieved	R150 000	R16 250.00	Secondment of responsible official to another department	Utilization of the services of Interns will assist.	Verified	Query acknowledged and will be corrected.	Not Achieved Target not met	No
	Gender Development Programmes	Number of Gender Development programmes coordinated	100% achievement of targets to date.	19 Children Development Programmes	95	Reports	Number	47 Gender Development Programmes	Achieved	R500 000.00	R336 478.00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that development	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																programmes such as Man's talk, Gender Justice summit and Take a boy and girl child to work were coordinated. Invitation and attendance register submitted as evidence	
	Older Persons Development Programmes	Number of Older Persons Development programmes coordinated	100% achievement of targets to date.	13 Children Development Programmes	65	Reports	Number	39 Older Persons Development Programmes	Achieved	R150 000	R19 494.00	None	None	Verified		Achieved Through inspection of portfolio of evidence, it was found that development	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		ed.														ment programmes were coordinated. Attendance register submitted as evidence	
	Youth Development Programmes	Number of Youth Development programmes coordinated	100% achievement of targets to date.	11 Children Development Programmes	55	Reports	Number	17 Youth Development Programmes	Achieved	R400 000	R194 924.00	None	None	Verified	Query acknowledged and will be corrected.	Evidence not provided	No
	CBO/NGO Summit	Number of summits held successfully	New indicator	1 Summit	5	Reports	Number	The summit was not held as planned.	Not Achieved	R300 000	R58 650.00	Postponement of the summit due to IDP	Rescheduled to July 2012	Verified	Query acknowledged and will be corrected.	Not Achieved Target not met	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
												consultative processes			ted.		
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System(Single Window of Coordination). Strategic objective: To reduce the number of new HIV infections by half by 2015. Measurable objective: to ensure that HIV/AIDS programmes are well-coordinated and implemented within the district. KPA 5: Good Governance and public participation																	
HIV & AIDS	HIV & AIDS Prevention	Number of new HIV/AIDS Prevention programmes held.	21 Prevention programme well-coordinated.	21 Prevention programmes coordinated Children Development Programmes	105	Reports	Number	30 Prevention programmes coordinated	Achieved	R270 000.00	R220 265.00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that new prevention programmes were held. Reports and Attendance register submitted as evidence	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	HIV & AIDS Coordination	Number of HIV and AIDS programmes Coordinated	60 programmes coordinated	54 programmes coordinated	270	Reports	Number	73 programmes coordinated	Achieved	R151 000.00	R121 761.00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that new prevention programmes were coordinated. Reports and Attendance register submitted as evidence	Yes
	HIV & AIDS Planning, Monitoring and Evaluation	Number of Planning sessions for HIV/AIDS held	71 sessions held to date.	41 HIV & AIDS Planning sessions coordinated	205	Reports	Number	42 HIV & AIDS Planning sessions coordinated	Achieved	R60 000	R16 250.00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	on															care and support were provided to people living with HIV and AIDS. Assessment tool forms and Agency Assessment form submitted as evidence	
	HIV & AIDS Capacity Building	Number of capacity building for people living with HIV/AIDS	50 people living with HIV/AIDS given support	301 people in the HIV/AIDS sector capacitated	1505	Reports	Number	432 people in the HIV/AIDS sector capacitated	Achieved	R300 000	R129 805.00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that people were capacitated.	yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																Reports and Attendance register submitted as evidence	
	HIV & AIDS Care and Support	Number of care and support given for people in the HIV and AIDS Sector	176 people living with HIV/AIDS sector capacitated	164 people living with HIV/AIDS given support	820	Reports	Number	206 people living with HIV/AIDS given support	Achieved	R300 000	R90 513.00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that care and support were provided to people living with HIV and AIDS. Assessment tool forms and Agency Assessment	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																nt form submitted as evidence	
<p>Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>A Single Window of Coordination and Operation clean Audit</i>) Strategic objective: To provide independent overall assessment of the internal control systems, risk management and governance processes in order to strengthen accountability through proactive oversight. Measurable objective: To ensure that the municipality gets a clean audit as well as protection from potential risks. KPA 4: Municipal financial viability and management. KPA 5: Good Governance and public participation</p>																	
Audit services	Audit plan	Draft audit plan 2011/2012	2011-2013 Audit plan approved	2011-2013 Audit plan approved	5	Audit plan approved	Number	Audit plan presented to Audit Committee and approved	Achieved	Nil	Nil	None	None	Verified	Noted	Achieved, plan approved by the AC	Yes
	Implementation of audit plan (2012 - 2014)	Number of quarterly reports produced	2011-2013 Audit plan approved	4 quarterly reports produced	20	Reports	Number	12 audits reports produced.	Achieved	R 500 000.00	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that reports were produced. Audit	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																reports submitted as evidence	
	Follow up audit	Number of Follow up audits reports compiled	1 follow up audit report	1 follow up audit report	5	Reports	Number	2 Follow up audits conducted	Achieved	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that follow up on Internal and External audit findings were conducted .Follow up reports submitted as evidence	Yes
	Quality	Quality Review	1 Quality Assuranc	1 Quality Review	5	Report	Num	Report for quality	Partially	Nil	Nil	Delay in the	A follow up letter	Verifi	Query ackno	target not	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	review	report compiled	e report at partially compliance	Report compiled		s	ber	assurance was developed and submitted to Treasury	Achieved			submission of report from Provincial Treasury	will be written to provincial Treasury	ed	wledged and will be corrected.	achieved.	
	Audit Committee	Number of Audit Committee meeting conducted	5 audit committee meetings conducted	4 audit committee meetings conducted	20	Minutes	Number	04 Audit committee meetings held.	Achieved	R 310 000.00	R 95 616.41	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that audit committee meeting was held. Minutes of audit committee held submitted as	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																evidence	
		Number of Audit Committee reports presented to council	1 Audit Committee reports presented to council	1 Audit Committee reports presented to council	5	Reports	Number	2010/11 Audit committee annual report submitted to Council	Achieved	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	No achieved	No
	Coordination of External Audit	Number of Auditor General of South Africa (AGSA) exceptions addressed	(82) 100% AGSA exceptions addressed	100% of Auditor General (AG) exceptions resolved	100% resolved	Reports	Percentages	100% AG queries have been resolved.	Achieved	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	100% AG queries have been resolved.	Yes
		Number of AGSA requests addressed	(41) 100% AGSA requests addressed	100% of Auditor General requests addressed	100% addressed	Reports	Percentages	100% AG requests addressed	Achieved	Nil	Nil	None	None	Verified	Noted	100% AG requests addressed	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		d	d	d													
Risk management	Development of risk profile/register.	Availability of the risk profile	Approved risk profile 2010-2011	Approved risk profile 2011-2012	5	Approved risk profiles	Number	2011-2012 risk profile approved.	Achieved	Nil	Nil	None	None	Verified		Achieved Through inspection of portfolio of evidence, it was found that risk register were available and approved. Register submitted as evidence	Yes
	Functional Risk Management committee (RMC)	Number of RMC meetings Coordinated	04 meetings coordinated	04 Risk Management committee meetings coordinated	20	Minutes	Number	Risk management issues discussed in senior management meetings	Achieved	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
				ed				held weekly.								risk issues were discussed in the management meetings. Minutes were submitted as evidence	
		Number of Hotline reports compiled	12 Monthly reports compiled	12 hotline reports compiled	60	Reports	Number	12 reports compiled	Achieved	R 120 000.00	0.00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that cases raised through hotline were attended to. Reports submitted	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																as evidenced	
	Conduct internal/external fraud awareness campaigns	Number of awareness campaigns conducted	1 Awareness campaign	1 Awareness campaign	5	Reports	Number	2 awareness campaigns held	Achieved	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	Not achieved	No
	Forensic investigations	Number of Investigation reports compiled	04 Investigation reports	04 Investigation reports	20	Reports	Number	05 investigation reports issued	Achieved	R3 250 000	R 1 809 380	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that investigations were conducted .Investigation report submitted as	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																evidence	
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>Single window of coordination</i>). Strategic objective: To provide strategic leadership and coordination of the District's communication public Liaison. Measurable objective: To enhance communication and the marketing of the District. KPA 5: Good Governance and public participation																	
Advertising	Broadcasting, newspapers, magazines, websites	% in Advertising of municipal activities on print and electronic media	90% Advertising of municipal activities on print and electronic media	100% Advertising of municipal activities on print and electronic media	100% Advertising	Reports	Percentage	100% advertising done (Print and Electronic adverts)	Achieved	R1 000 000.	R1 993,569	None	Centralization of the functions in Communications	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that adverts were issued. Adverts submitted as evidence	Yes
	Update website	% in updating the Website	90 % update of website	100% update of website by June 2012	100% update	Reports	Percentage	100% update of website done.	Achieved	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																information on the website were submitted. Information updated submitted as evidence	
	Development and Management of the Intranet	% functionality of the Intranet	100% function of Intranet	100% functioning of intranet	100%	Reports	Percentage	100% functional intranet	Achieved	R50 000.00	Nil	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
	Notice boards	% of information notices pasted	New indicator	100% of information notices pasted	100%	Reports	Percentage	100% updated notice boards	Achieved	Nil	Nil	None	None	Verified	Noted	Achieved	Yes
Publicat	Mogaraf	Number	4	4	20	Public	Num	4	Ach	R	R405	None	None	Verifi	Noted	Target	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
Publications	Baseline publication	of Mogarafa se publications	Mogarafa se	Mogarafa se publications		Publications	Number	Mogarafa se issued	Achieved	500 000.00	124.90			Verified		Target achieved	
	Mgobozi publication	Number of Mgobozi publications	10 Mgobozi produced	12 Mgobozi publications	60	Publications	Number	12 Mgobozi issued	Achieved	Nil	Nil	None	None	Verified	Noted	Target achieved	Yes
	IDP Printing	Number of IDPs printed	300 annual IDP produced	350 annual IDP produced	1750	Publications' delivery note	Number	IDPs were not printed.	Not Achieved	Nil	Nil	Lack of Forward planning	Forward planning approach	Verified	Query acknowledged and will be corrected.	Not achieved	No
	Annual report	Number of Annual reports produced	150 Annual report, produced	100 Annual report produced	500	Annual report delivery note	Number	100 Annual reports issued out	Achieved	R150 000.00	Nil	None	None	Verified	Noted	Target achieved	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Budget Speech	Number of Budget speeches produced and printed	300 Budget speeches produced and printed	300 budget speeches produced and printed	1500	Budget speeches delivery note	Number	300 booklets of the budget speeches were issued out	Achieved	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
Advertising	Annual Promotional Materials	Number of Diaries and Calendars developed and distributed	700 of Diaries and Calendars developed and distributed (still short)	700 Diaries & calendars developed and distributed	3500	Diaries delivery note	Number	700 diaries and calendars were issued out	Achieved	R 650 000.00	R617 980,00	None	None	Verified		Target achieved evidence verified	Yes
Stakeholder relations	Stakeholder engagements	Number of Interviews to be broadcasted	4 interviews broadcasted	04 interviews broadcasted.	20	Reports	Number	4 interviews broadcasted	Achieved	Nil	Nil	None	None	Verified		Target achieved evidence verified	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Event management & Stakeholder Relations	Number of events coordinated	11 events organized	11 events organized	55	Programme of the events and Attendance registers	Numbers	28 events organized	Achieved	R2 612 138	R799 570,00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that events were organised. Programme of the events coordinated submitted as evidence	Yes
	Use of multi media	Number in production of videos produced from events	12 videos produced	12 videos to be produced	60	Delivery note	Number	28 videos produced	Achieved	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that only 06	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		held														videos submitted as evidence	
Batho pele	Customer care	Availability of Satisfaction survey plan	New indicator	Annual satisfaction survey plan	5	Plan	Number	Annual satisfaction plan not developed as planned.	Not achieved.	Nil	Nil	The project was not budgeted for.	Project to be implemented in the outer years	Verified	Query acknowledged and will be corrected.	Not Achieved Target not met	No
		Availability of citizen's report	New indicator	Citizen's report available	5	Reports	Number	Citizen's report produced.	Achieved	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	Not Achieved Target not met	No
		Number of build-	5 Batho Pele	5 Batho Pele Built-	25	Reports	Number	5 build-ups	Achieved	Nil	Nil	None	None	Verified	noted	Target achieved	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		ups events to be hosted in all local municipalities in celebration of Batho Pele Day	Built-up to be hosted in local municipalities	up to be hosted in local municipalities				events were in the 5 Local Municipalities	d							evidence verified	
STRATEGY, PLANNING AND ECONOMIC DEVELOPMENT																	
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>Single window of coordination</i>). Strategic objective: To manage and co-ordinate the Integrated Development Planning process within the district. Measurable objective: To ensure integrated development planning within the district. KPA 6 : Municipal transformation and organisational development																	
Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
Integrated development planning	Development and Review of Integrated	Credible IDPs	Adopted 2011/12 Financial Year IDP	Reviewed and approved IDP	5	Approved IDP	Number	Reviewed IDP was approved on the 18 th of May 2012	Achieved	R500 000.00	R 476 182.00	None	None	Verified	Noted	Target achieved evidence verified	Yes
	Development Plan (IDP)	Number of Strategic planning sessions held	2011/12 financial year strategic sessions held successfully	8 Strategic planning sessions held	40	Reports	Number	8 Strategic Planning sessions held.	Achieved	R485 138.27	R 164 376.00	None	None	Verified		Target achieved evidence verified	Yes
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System((Initiative supportive of Human Settlement Outcome). Strategic objective: To promote sustainable human settlements and improved quality of household life. Measurable objective: Contribute to rural development, food security and land reform. KPA 1: Spatial Rationale																	
Town and regional planning	Integrated Spatial Development Framework	Availability of the SDF & implementation framework	Draft SDF	Approved SDF and implementation framework.	5	Approved SDF and implementation framework	Number	SDF approved by Council.	Partially - achieved	R500,000	R169 900.00	Delay in receiving of comments from stakeh	Improved coordination between the municipality	Verified	Noted	Not Achieved SDF framework was still on draft	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	(SDF)					work.		Draft implementation framework available due for approval by Council in August 2012				olders	and the stakeholders				
	District Growth Points (Development of Lebowakgomo Master Plan)	Availability of master plan for Lebowakgomo	New Indicator	Master Plan Available.	1	Master Plan	Number	Master plan not available Draft status quo report available.	Partially-achieved	R500,000	R0.00	Late appointment of the service provider	The project to be implemented in the next financial year.	Verified	Noted	Not Achieved Master plan was still on draft	Yes
	Development of Land Use Management System	Approved LUMS implementation framework	LUMS developed & promulgated	Implementation of LUMS framework approved	1	Approved LUMS framework approved	Number	Project deferred pending	Not achieved.	OPEX	OPEX	Legislation on Spatial Planning	Awaiting promulgation of SPLUMS.	Verified		Target achieved evidence verified	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	(LUMS) implementation framework					ved		enactment of Legislation.				Land Use Management not yet enacted by (SPLUMB) by Parliament.					
	Geographic Information System (GIS) implementation	Availability of GIS strategy	GIS software & equipment available	GIS strategy and policy adopted.	5	Adopted and reviewed policy and strategy	Number	Service provider appointed and is currently doing user requirements analysis.	Not Achieved	R800,000	R0.00	Late appointment of the service provider	The project is roll-over to next financial year.	Verified	Noted	Not Achieved Draft GIS strategy (URA, Strategy & Policy) report available were not developed	Yes
	Development of	Draft diagnostic	New	Phase 1 (draft)	1	Report	Num	The report is not	Not Ach	R 1 000	R0.00	The project	The project	Verifi	Noted	Not achieved	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Capricorn 2030 strategy	report available	indicator	Diagnostic report available)		s	ber	available as the project is still at tender adjudication stage.	ieved.	000		was budgeted during budget adjustment	is will be implemented in the next financial	ed		report still at evaluation stage.	
<p>Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>Initiative supportive of Human Settlement Outcome</i>). Strategic objective: To manage and coordinate PMS, policy development and review and conduct research for planning purposes. Measurable objective: To ensure compliance with PMS, policy framework and that there is sufficient and reliable data for planning. KPA 6: Municipal transformation and organisational development</p>																	
Institutional policy and research	Development and review of organizational SDBIP	Approved SDBIP within timeframes	2 SDBIPs developed	2 Organizational SDBIPs	10	Signed Organizational SDBIPs		2011/12 SDBIP reviewed and approved 2012/13 SDBIP developed and approved	Achieved.	Nil	Nil	None	None	Verified	Noted	Target achieved evidence verified	Yes
Production of	Number of reports	6 reports to be	13 reports	65	Reports	Number		13 reports	Achieved	Nil	Nil	None	None	Verified	Noted	Target achieved	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	reports (performance reports, MTAS, sec 72, Project monitoring reports)	produced	produced	produced and submitted to Provincial Treasury (annual performance report, Quarterly performance reports, MTAS/outcome 9 report, sec 72 report)				produced and submitted to Provincial Treasury	d.							evidence verified	
	Monitoring and Evaluation (M&E)	Training on M&E conducted to managers and councillors	New indicator	2 Monitoring and Evaluation training sessions conducted (manager	6	Reports	Number	2 training sessions held for managers and councillors.	Achieved.	R50 000.00	R43 712	None	None	Verified	Query acknowledged and will be corrected.	No audited as evidence could not be presented	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
				s and councillor(s)													
	Socio-economic impact assessment study	Availability of the household survey report	Data collection in progress for the 5 Local municipalities	Household survey report available	1	Report	Number	Draft household survey report compiled.	Partially - achieved	R4 10 0 000.00	R2 51 0 000.00	Slow data verification processes related to readiness of the local municipalities.	Improved coordination and buy in by municipalities through Intergovernmental Governmental Forums (IGR)	Verified	Query acknowledged and will be corrected.	No audited as evidence could not be presented	No
		Availability of the impact	Planning for community	Impact assessment study	1	Report	Number	Draft impact assessment	Partially -	Nil	Nil	Slow consultation	Improved coordination	Verified	Query acknowledged	No audited as evidence	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		assessment study report	infrastructure audit in progress	report (Service Delivery Report)				study report available for 3 Local Municipalities	achieved			processes in some municipalities due to unavailability.	and buy in by municipalities through Intergovernmental Governmental Forums (IGR)		and will be corrected.	could not be presented	
	Policy coordination	Number of policies developed and reviewed in line with the policy framework	14 policies	20 policies developed and reviewed	100	Developed and reviewed policies	Number	12 Policies reviewed and approved,	Partially achieved	Nil	Nil	Delay in assessment of policies.	Improved coordination and facilitation of the policy development process	Verified		Not Achieved 7 policies were not developed	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measures	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													es.				
		All approved policies communicated to staff and stakeholders	Approved policies placed on the web-link and the organization's shared folder	Dissemination of approved policies to staff and stakeholders (24 Policies)	10	Reports	Number	12 Policies disseminated to staff through workshops and emails	Partially achieved	Nil	Nil	Only 12 Policies were approved.	Remaining policies to be disseminated once approved.	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that 3 policies were approved. Bad debt provision and written off, Fundings and Reserve and Tariff policy submitted as evidence	Yes
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>Improved Access to Basic Service/Socio- Economic Development</i>). Strategic objective: To promote the district as an investment destination. Measurable objective: Provision of incentives to increase competitiveness, Support SMME through market linkages and support unemployed graduates with																	

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
labour market linkages and further training. KPA 3 : Local Economic Development																	
Local Economic Development	Tourism exhibitions	Number of tourism exhibitions conducted	1 tourism exhibitions	4 Tourism exhibitions conducted and 100 visitors to CDM exhibitions stalls	20	Reports	Numbers	3 exhibitions conducted 129 visitors to the exhibition stalls.	Partially achieved	R 600 000	R167 569.00	Project deferred to the financial year 2012/13	To be implemented in the 2012/13 financial year.	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that Municipality participated in Durban Tourism Indaba. Attendance register submitted as evidence	Yes
	Tourism awareness	Number of tourism awareness sessions	5 tourism awareness	5 Tourism awareness sessions and 300 participants	25	Reports	Numbers	Facilitated 2 awareness campaigns	Not achieved.	R50 000.00	Nil	Project deferred to the financial	To be implemented in the 2012/13 financial	Verified	Noted	Not Achieved Lepelle-Nkumpi Local Municipality	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		held		ts benefitted				s				al year 2012/13	l year.			y tourism awareness session was not held	
	Attraction and Promotion of Investment	Investor conference resolutions implemented.	2010 Investor conference report	Investor conference held	5	Report	Number	The project deferred to 2012/13 financial year. Action plan developed.	Not Achieved.	R 500 000	Nil	Hosting of the Investor Conference deferred to the financial year 2012/13.	Monitor the Investor Conference Resolutions	Verified	Query acknowledged and will be corrected.	Not achieved	No
		Outward mission trip	Outward mission trip to Indonesia successfully held	Outward mission trip held.	5	Report	Number	Outward mission trip not held. The	Not Achieved.			Budget	Monitor the Investor Conference Resolutions	Verified	Noted	Achieved	Through inspection of portfolio of evidence, it was found that

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
								project implementation is dependent on the hosting of the Investor conference.				mission trip which are not beneficial to the municipality				Municipality participated in Durban Tourism Indaba. Attendance register submitted as evidence	
	Establishment of Capricorn Economic Development Agency (CEDA)	CEDA established and operational	3 year business plan and feasibility studies.	CEDA established and functional	20	Reports	Number	Benchmarking process under way. CEDA not established and functional as planned.	Not Achieved.	R 230 000.00	Nil	Functional funding model not developed.	Finalize the implementation and funding model.	Verified	Noted	Not Achieved Target not met	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	SMME information sharing seminars	Number of SMME's with access to information on market, product development and business management	New indicator	100 SMMEs with access to information on market, product development and business management.	500	Reports	Number	285 SMMEs provided with information on market, product development and business management	Achieved	R75 000	R58 381.00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that SMME information seminar were held. Attendance register of submitted as evidence	Yes
	Development of skilled labour	% of progress in updating the database	Available database	Updated database	20	Number	Reports	Database updated 2965 new unemployed graduates registered	Achieved	R50 000	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that SMME informatio	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
								on the database.								n seminar were held. Attendance register of submitted as evidence	
	Agricultural programmes (facilitation of tractors)	Number of Traditional authorities with access to mechanization for land tillage	New indicator	4 tribal authorities supported with tractors.	4	Reports	Number	Project discontinued due to Circular 58 of National Treasury	Not Achieved	Nil	Nil	MFMA Circular no. 58 (4) of 2012/13 which instruct municipalities not to support LED projects that falls under	Project discontinued	Verified	Query acknowledged and will be corrected.	Not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
												the mandates of other government departments e.g. Agriculture projects					
3. COMMUNITY SERVICES DEPARTMENT Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>Improved access to Basic Services</i>). Strategic objective: To manage the conservation of natural resources and protection of the environment. Measurable objective: To ensure sustainable development and use of natural resources. KPA 2 : Basic Service Delivery and Infrastructure Development																	
Environmental management	Establishment of the Blouberg landfill	Milestones in implementing the project	Environmental authorizations and Terms Of References available	Construction of Blouberg Landfill Site Camp completed	100% construction	Reports	Number	Project advertised	Partially achieved	R 1 539 507.56	R137 962.40	Project discontinued as powers and functions are vested	Transfer of funds to Local municipality (LM) through signing of	Verified	Noted	Not Achieved Project was shifted to financial year 2012/2013	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
												in the Local Municipalities	Memorandum of Agreement.				
	Establishment of the Lepelle-Nkumpi landfill	Milestones in implementing the project	Service provider appointed	Completion of the Lepelle-Nkumpi landfill site completed (100%)				Project at 90% of construction	Partially achieved	R 17 000 000.00	R9,87 1,538.09	Delay in construction	Extension of the contract period and Improvement of project management.	Verified		Not Achieved The service provider was appointed late	Yes
	Establishment of Molemole Landfill site	Milestones in implementing the project	Tender stage	Construction of Landfill site (site clearing)	100% construction	Reports	Number	Project advertised	Target Not achieved.	R 3 200 000.00	R186 433.09	Project discontinued as powers and functions are vested in the	Transfer of funds to Local municipality (LM) through signing of Memor	Verified	Noted	Not Achieved Project was shifted to financial year 2012/2013	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
												Local Municipalities	andum of Agreement.				
	Management of two landfills in accordance with legislative requirements	Number of Landfill sites managed in accordance with legislative requirements	New indicator	Management of Lepelle-Nkumpi landfill site	20	Reports	Number	Project advertised	Not achieved.	R500 000.0	Nil	Project discontinued as powers and functions are vested in the Local Municipalities	Transfer of funds to Local municipality (LM) through signing of Memorandum of Agreement.	Verified	Noted	Not Achieved The service provider was appointed late	Yes
	Community Based Waste Collection Program	Number of new households serviced	New indicator	42 000 collection points serviced (households & business)	2100	Reports	Number	Project advertised	Not achieved.	R3 000 000	Nil	Project discontinued as powers and functions	Transfer of funds to Local municipality (LM) through	Verified	Noted	Not Achieved No households were serviced	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	me			es)								ns are vested in the Local Municipalities	signing of Memorandum of Agreement.				
	Laboratory analysis of air quality samples	Number of analysis reports produced	New indicator	12 analysis reports produced	60	Reports	Number	10 analysis reports produced due to equipment's sent for calibration	Partially achieved.	R 150 000.00	R24,180.00	2 reports not produced during April / May due to the equipment being sent for calibration.	New targets will be aligned to 10 reports in order to align to calibration process	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that air quality samples were collected. Air quality monitoring report submitted as evidence	Yes
	Cleaning of	Number of	New	7 Cemeteri	35	Report	Num	7 cemeterie	Achieve	R 1 265	R106 439.7	None	None	Verifi	Query ackno	Not	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	cemeteries (Ga-Chuene)	cemeteries cleaned	indicator	es cleaned in Ga-Chuene		s	ber	s were cleaned	d.	000.00	0			ed	wledged and will be corrected.	achieved	
	Eco-Schools environmental awareness programme	Number of reports produced	Memorandum Of Understanding with Wildlife Environmental Society South Africa entered into	4 Reports (1 per quarter)	20	Reports	Number	4 Reports available.	Achieved.	R130 000.00	R129 738.00	None	None	Verified	Query acknowledged and will be corrected.	Not achieved	No
	Environmental awareness programme for CDM	Number of officials trained	54 officials trained	60 employees targeted	300	Reports	Number	34 employees attended the arranged awareness	Partially Achieved.	R200 000.00	R191,340.00	Turn up was not as expected	Once off project	Verified	Query acknowledged and will be corrected.	Not achieved	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	employees							programme							ted.		
	Peace officers' training for 12 municipal employees	Training conducted for 12 employees	New indicator	12 employees targeted	60	Reports	Number	13 employees received training.	Achieved.	R14 000.00	Nil	None	None	Verified	Query acknowledged and will be corrected.	Not achieved	No
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>Improved access to Basic Services</i>). Strategic objective: to render environmental health services in CDM. Measurable Objective: to ensure compliance with environmental health standards. KPA 2 : Basic Service Delivery and Infrastructure Development																	
Municipal Health Services	Food quality monitoring	Number of food outlets monitored	400 food outlets monitored	2000 facilities to be evaluated	10 000	Reports	Number	2196 facilities evaluated	Achieved.	R200 000.00	R42 917.58	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that outlets were inspected. Inspection report	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																submitted as evidence	
		Number of monitoring reports	New indicator	12 reports available	60	Reports	Number	12 reports available	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that monitoring reports were compiled. Monitoring report submitted as evidence	Yes
	Water quality monitoring	Number of activities embarked	250 water quality monitoring embarked	1500 samples to be collected	7500	Reports	Number	718 samples collected	Partially Achieved	Nil	Nil	Account suspended by	Enter into service level agreement	Verified	Noted	Not Achieved 202 water samples were not	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		upon	upon						d.			National Health Laboratory due to non-payment of the account	ent with the National Health Laboratory			collected	
		Number of sources evaluated	100 water quality sources evaluated	500 sources to be evaluated	2500	Reports	Number	370 water sources evaluated	Partially achieved.	Nil	Nil	Limited transport available	Implemented of the travel allowance policy in line with the Integration process is being	Verified	Noted	Not Achieved 50 water source were not evaluated	Yes
		Availability of	New	12 reports	60	Report	Num	12 reports	Achieve	Nil	Nil	None	None	Verifi	Noted	Achieved Through	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		monitoring reports	indicator	available		s	ber	available	d.					ed		inspection of portfolio of evidence, it was found that monitoring reports were compiled. Monitoring report submitted as evidence	
	Waste management monitoring	Number of projects evaluated	Number of projects embarked upon	140 Project to be evaluated	700	Reports	Number	298 projects evaluated	Achieved.	R100 000.00	Nil - Opex	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that projects were evaluated. Evaluation report	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																submitted as evidence	
	Embark on health education	Number of health education sessions conducted	New indicator	60 hygiene sessions to be held	300	Reports	Number	123 hygiene sessions held	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that health education sessions were held. Invitations submitted as evidence	Yes
		Number of monitoring reports	New indicator	12 reports produced.	60	Reports	Number	12 reports produced	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																evidence, it was found that monitoring reports were compiled. Monitoring report submitted as evidence	
	Planting of Moore pads of cholera monitoring	Number of activities embarked upon	50	360 Moore pads and cases to be attended to	1800	Reports	Number	92 Moore pads planted	Not Achieved.	R50 000.00	R29 464.22	Account suspended by National Health Laboratory due to non-payment of the account	Enter into service level agreement with the National Health Laboratory	Verified	Noted	Not Achieved 56 moore pads were not monitored for cholera	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
												nt					
		number of monitoring reports	New indicator	12 reports available	60	Reports	Number	12 reports produced.	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that monitoring reports were compiled. Monitoring report submitted as evidence	Yes
	Applying relevant legislation to enforce compliance	Number of other facilities evaluated	10	60 Facilities to be evaluated	300	Reports	Number	2223 facilities evaluated	Achieved.	Opex R50 000.00	Opex	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that premises	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																were inspected. Inspection report submitted as evidence	
		Number of monitoring reports	New indicator	12 reports available	60	Reports	Number	12 reports produced	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that monitoring reports were compiled. Monitoring report submitted as evidence	Yes

Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (*Improved access to Basic Services*). **Strategic objective:** to render emergency and disaster services. **Measurable Objective:** to ensure that all disasters and emergencies are attended to timeously. **KPA 2 :** Basic Service Delivery and Infrastructure Development

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
Emergency and disaster management	Emergency response	100% response to all incidents	100%	100 % Reported emergencies	100 % Reported emergencies	Reports	Number	Responded to all reported cases (100%)	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that all emergency reported were responded to. Response forms submitted as evidence.	Yes
	Procure multi seater vehicles	Multi seater vehicle procured	New indicator	Procured 1 Multi-seater vehicle	1	Delivery note	Number	1 Multi-seater vehicle procured	Achieved.	R500 000	R 389 000.00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that vehicle procured.	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																Appointment letter submitted as evidence	
	Purchasing of 2 fire prevention vehicles	Number of fire prevention vehicles procured	New indicator	2 fire prevention vehicles procured by December 2011	5	Delivery note	Number	Tender advertised	Not Achieved.	R424 521	Nil	Delay in the appointment of the service provider	The project to be implemented in 2012/2013 financial year	Verified	Noted	Not Achieved Prevention vehicles were not procured	Yes
	Disaster Truck	Number of Disaster Trucks procured	New indicator	1 disaster truck procured	3	Delivery note	Number	1 Disaster truck procured	Achieved.	R500 000	R 386 500.00	None	None	Verified	Noted	Not Achieved Prevention vehicles were not procured	Yes
	Disaster relief material and shelters	Disaster relief material and shelters procured	New indicator	Disaster relief material and shelter		Delivery note	Number	Service provider appointed	Not achieved.	R500 000	Nil	Non responsive bidders	Forward Planning approach	Verified	Note	Achieved Through inspection of portfolio of evidence, it was	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													h			found that service provider was appointed but failed to deliver materials. Letter of cancellation of contract submitted as evidence	
	Mobile radios	Number of mobile radios procured	New indicator	15 mobile radios	75	Delivery note	Number	15 Mobile radios procured	Achieved.	R100 000.00	Nil	None	None	Verified	Noted	Not Achieved Mobile radios were not delivered	Yes
	Training of councillors	Number of councillors trained	New indicator	40 Councillors trained in disaster aspects	55	Reports	Number	No training was provided.	Not achieved.	R50 000.00	Nil	Insufficient budget of R 50 000	Future training centralized to Corporate	Verified	noted	Not Achieved Target not met	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
												.00	Services				
	Call points	Number of call points repaired	New indicator	Aganang call points to be repaired	5	Reports	Number	Aganang call points repaired.	Not achieved.	R100 000.00	Nil	None	None	Verified	Noted	Not Achieved Call points for other municipalities were not repaired	Yes
	Disaster plans, District and LM's (review)	Number of Disaster management plans developed	New indicator	3 municipalities (Aganang, Lepelle-Nkumpi and Blouberg)	4	Reports	Number	Disaster plans available for 3 municipalities (Aganang, Lepelle-Nkumpi and Blouberg)	Achieved.	R50 000.00	R 46 000.00	None	None	Verified	Query acknowledged and will be corrected.	Not achieved	No
	South African Bureau of Standards and	Number of subscriptions renewed	2 subscriptions renewed	1 license renewed.	2	Delivery note	Number	1 license renewed.	Achieved.	R 15 000.00	R 9 000.00	None	None	Verified	Query acknowledged and will be	Not achieved	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	National Fire Prevention Act codes licenses														corrected.		
	Plan Fire safety week	Fire safety week held	1 Fire safety week held	1 x Fire Safety week event held	5	Reports	Number	Fire Safety week event held	Achieved.	R 100 000.00	R 100 000.00	None	None	Verified	Query acknowledged and will be corrected.	Not achieved	No
	Stage World disaster day event	World disaster day event held	1 World disaster day event held	World Disaster day event held	5	Reports	Number	World Disaster day event held	Achieved.	Opex	Opex	None	None	Verified	Query acknowledged and will be corrected.	Not achieved	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>Improved Access to Basic Services and Community Works Programmes Implemented</i>). Strategic objective: To render sports and recreation, arts and culture and support crime prevention. Measurable objective: To ensure that sports and recreation, arts and culture and crime prevention activities are supported. KPA 2 : Basic Service Delivery and Infrastructure Development																	
Sport and recreation	Siyadlala Mass Participation programme	Number of Support programmes for Siyadlala Mass Participation	3 Siyadlala Mass Participation	4 events	20	Number	Reports	04 events held	Achieved.	R150 000.00	R106 183.00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that sports events were held. Attendance register submitted as evidence	Yes
	Sports, recreational support and O.R Tambo	Number of Staging of sport, recreation, and support O R Tambo	1 sport, recreation, and support O R Tambo games	4 events	20	Number	Reports	04 events held	Achieved.	R350 000.00	R113 030.00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Games	games														found that municipality provide support to cricket federation. Report submitted as evidence	
	Refurbishment of community assets	Number of community facilities refurbished	7 community facilities refurbished	4 community facilities refurbished	20	Number	Reports	4 community facilities transferred to Local Municipalities as per the Council resolution	Achieved.	R 2,051,824.00	R935 972.00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that funds are transferred to affected local municipality. Payment voucher submitted as	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																evidencee	
	Heritage events celebration	Number of events hosted	2 events hosted	2 events hosted	10	Number	Reports	2 events hosted	Achieved.	R143 562.38	R143 560.00	None	None	Verified	Query acknowledged and will be corrected.	Not achieved	No
	Education support and back to school campaign	Number of Schools supported	14 Schools supported	10 schools targeted	50	Number	Reports	15 schools were assisted	Achieved.	R100 000.00	R 74.00 0.00	None	None	Verified	Query acknowledged and will be corrected.	Not achieved	No
	Crime prevention programmes	Number of crime prevention programmes held	5 crime prevention programmes held	5 events	25	Number	Reports	5 events hosted	Achieved.	R100. 000.00	R 90 555.00	None	None	Verified		Achieved Through inspection of portfolio of	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		mes held														evidence, it was found that crime prevention programme were held. Attendance register and invitation submitted as evidence	

4. CORPORATE SERVICES DEPARTMENT

Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (*Improved Municipal Financial and Administrative Capabilities*). **Strategic objective:** To attract, develop, manage and reward, engage and retain CDM's employees and to ensure that the Municipality's objectives are met, and help CDM the REAL employer of Choice. **Measurable objective:** To ensure that all critical posts are filled, and integration of all transferred staff in to the municipality's organisational structure. **KPA 6 :** Municipal Transformation and Organisational Development

Human resource management	Job Evaluation	Milestones covered in the implementation of the project	New Indicator	100% implementation of job evaluation project	100% implementation	Reports	Number	100% of milestones covered in as part of restructuring	Achieved.	R 2 100 000.00	R2 100 000.00	None	None	Verified	Query acknowledged and will be correct	Evidence not provide	No
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Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
								process.							ted.		
		% of Job Evaluation recommendations implemented	New Indicator	100% (522) of Job Evaluation recommendations implemented	100% implementation	Reports	Number	100% of job evaluation recommendations implemented as part of restructuring process.	Achieved.			None	None	Verified	Query acknowledged and will be corrected.	Not achieved Job evaluation recommendations were not yet implemented	Yes
		Job descriptions aligned to the organogram	New Indicator	100% (522) Job Descriptions aligned to the organogram	100% alignment	Reports	Number	100% Job Descriptions aligned to the Organizational Structure	Achieved.			None	None	Verified	Query acknowledged and will be corrected.	Not achieved Job Description were not aligned to the organogram	Yes
	Filling of posts	Filling of vacant	New Indicator	Filling of vacant	Filling of vacant	Reports	Turnarou	Critical vacancies	Achieved	R 230 00	R 201 4	None	None	Verified	Noted	Achieved Through	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		replacement positions		replacement posts within 90 days	replacement posts within 90 days		nd time	filled within 90 days.	d.	0.00	53.51					inspection of portfolio of evidence, it was found vacant position are filled within 90 days.Appointment letter submitted as evidence	
		All Municipal Health Services and Department of Water Affairs and Forestry staff	Integration plan available	100% progress in finalizing integration of Municipal Health and Department of Water	100% integration	Reports	Number	100% integration process done	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	Not achieved Integration of MHS and DWAF personnel were not completed	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		integrated into CDM organizational structure		Affairs and Forestry personnel													
	Employment Equity Plan	Approved Employment Equity Plan	Draft Employment Equity Plan	100% compliance to employment equity plan	100% compliance	Reports	Number	100% compliance to employment equity plan	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found employment equity plan is adhered to. Employment Equity Plan submitted to Department of Labour submitted as	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																evidence	
		Number of employment equity reports compiled and submitted	4 employment equity reports compiled and submitted	Approved Employment Equity Plan	5	Reports	Number	1 report submitted	Not Achieved	Nil	Nil	Equity report is only submitted annually in September.	Target to be revised to 1 report for 2012/13	Verified	Noted	Not achieved Employment equity report were not compiled	Yes

Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (Improved Municipal Financial and Administrative Capabilities). **Strategic objective:** To attract, develop, manage and reward, engage and retain CDM's employees and to ensure that the Municipality's objectives are met, and help CDM the REAL employer of Choice. **Measurable objective:** To ensure that the municipality's objectives are met through the training and development of employees. **KPA 6:** Municipal Transformation And Organisational Development

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
Training and development	Employee training	Number of targeted CDM employee training beneficiaries that are actually trained	90 employees trained	200 CDM employees targeted and trained	700	Reports	Number	266 employees trained	Achieved.	R 1 700 000.00	R 1 353 302.20	None	None	Verified	Query acknowledged and will be corrected.	No evidence provide	No
	Training Councillors	Number of targeted CDM Councillors that have actually received training	40 councillors trained	53 Councillors trained.	55	Reports	Number	53 Councillors trained.	Achieved.	R 1 100 000.00	R 375 121.96	None	None	Verified	Query acknowledged and will be corrected.	Not achieved 02 Councillors were not trained	Yes
	Induction of councillors	Number of targeted CDM Councillors that	New Indicator	53 councillors inducted.	55	Reports	Number	53 Councillors inducted	Achieved.	R 40 000 .00	R 1 416.00	None	None	Verified	Noted	Achieved	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		actually receive Induction															
	Bursary Fund-Internal	Number of Employees benefited from bursary scheme	48 Employees benefited from bursary scheme	30 employees beneficiaries of internal bursary	150	Reports	Number	37 employees awarded bursaries	Achieved.	R 600 000,00	R 606 720.73	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that employees were awarded busaries.L ist of employees and memorandum approved by Municipal Manager submitted as evidence	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		Number of bursary beneficiaries' course programmes' performance reports	12 bursary beneficiaries' course programmes' performance reports	12 bursary beneficiaries performance reports	60	Reports	Number	12 beneficiaries performance reports compiled	Achieved.	Nil	Nil	None	None	Verified	Noted	Not achieved 2 Beneficiaries report not compiled	Yes
	External Bursary Fund	Number of people actually assisted in the district	20 people actually assisted in the district	20 of people actually assisted in the district	100	Reports	Number	40 students assisted with bursaries	Achieved.	R 500 00 0.00	R 454 0 00.00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that students were awarded bursaries. List of students and memorandum approved	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																by Municipal Manager submitted as evidence	
		Number of bursary beneficiaries' course programmes' performance reports	New Indicator	12 bursary beneficiaries performance reports	60	Reports	Number	2 bursary beneficiaries performance reports	Not Achieved	Nil	Nil	The students were placed during the month of May 2012.	To award bursary programme earlier in the next financial year.	Verified	Query acknowledged and will be corrected.	Evidence not provided	No
	District Human Resource Development (HRD) Strategy	Availability of the District HRD Strategy	New Indicator	100% availability of the District HRD strategy	100% availability of the District HRD strategy	Reports	Number	District HRD strategy developed as part of the organizational	Achieved.	R100 000.00	R 100 000.00	None	None	Verified	Query acknowledged and will be corrected.	Not achieved District HRD Strategy was on draft	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
								review									
	Workplace Skills Plan (WSP)	Availability of annual WSP	Annual Training report and WSP available	Submission of annual training report and Workplace Skills Plan (WSP) by June 2012	5 training report and Workplace Skills Plan	Prop of submission	Turn around time	Workplace Skill Plan (WSP) for financial year 2012/13 submitted	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	Evidence not provided	No
	Organizational structure	Reviewed organizational structure	Reviewed organizational structure	1 Reviewed organizational structure	5	Approved structure	Number	1 draft Organizational Structure finalized by end of June 2012 and approval in the 2012/13 financial year	Partially achieved	Nil	Nil	Extension of contract due to consultation processes	Adherence to timeframe	Verified	Query acknowledged and will be corrected.	Not achieved Final structure was not approved by Councils	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Organizational Development Change Management	number of Organizational Development activities implemented within the organization	4 Organizational Development activities implemented within the organization	4 Organizational Development activities implemented within the organization	20	Reports	Number	2 Organizational Development activities implemented	Not Achieved	R 500 000.00	Nil	Organizational Structure not yet adopted by Council	Organizational structure to be adopted by Council in July 2012	Verified	Query acknowledged and will be corrected.	Not achieved OD activities not implemented	No
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>Improved Municipal Financial and Administrative Capabilities</i>). Strategic objective: To attract, develop, manage and reward, engage and retain CDM's employees and to ensure that the Municipality's objectives are met, and help CDM the REAL employer of Choice. Measurable objective: To ensure that all CDM employees gets their benefits as required. KPA 6 : Municipal Transformation and Organisational Development																	
Employee wellness	Employee assistance programme	Number of reports of wellness interventions	Project at tender stage	12 wellness interventions implemented	60	Reports	Number	06 wellness interventions implemented	Not Achieved	R 500 000.00	R 459 376.14	Non responsive bids	Project to be completed in the 2012/13 financial year.	Verified	Query acknowledged and will be corrected.	Evidence not provide	No
	Benefits Administ	% of salary/be	New	100% of salary /	100% of salary /	Report	Turn arou	100% of all the	Achieve	Nil	Nil	None	None	Verifi	Query ackno	Evidence not	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	ration	enefits queries resolved before the next payroll run	indicator	benefits queries resolved before the next payroll run	benefits queries resolved before the next payroll run	s	nd time/ number	submitted queries and claims were attended before the next pay run	d					ed	wledged and will be corrected.	provide	
	Benefits claim	% of benefits claims that are correctly filled that get paid as scheduled	New indicator	100% of benefits claims that are correctly paid	100% of benefits claims that are correctly paid	Reports	Number	100% of benefits and claims get paid as scheduled	Achieved	Nil	Nil	None	None	Verified		KPI not reported	No
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>Improved Municipal Financial and Administrative Capabilities</i>). Strategic objective: To comply with the OHS regulations. Measurable objective: To ensure that CDM complies with the OHS regulations. KPA 6 : Municipal Transformation and Organisational Development																	
Occupational health	Implementation of the	Number of awareness	0 awareness session	4 Awareness	20	Reports	Number	4 Awareness sessions	Achieved	Nil	Nil	None	None	Verified	Query acknowledged	Not achieved Awareness	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
and safety	Evacuation plan	s session held on the evacuation plan	held on the evacuation plan	sessions held on the evacuation plan				held	d						ed and will be corrected.	s session on evacuation plan were not held	
	Implementation of the Occupational Health Services recommendations	Number of Occupational Health Services meetings held	5 Occupational Health Services meetings held	12 Occupational Health Services meetings held	60	Reports	Number	04 meetings were held.	Not achieved	R 100 000.00	R 21 450.00	Late establishment of the Committee	Establishment of the committee at the beginning of the year	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that OHS meeting were held. Attendance registers submitted as evidence	yes
		Number of reports produced	New Indicator	12 reports on the	60	Reports	Number	4 reports produced.	Not achieved	Nil	Nil	Late establishment	Establishment of the	Verified	Noted	Achieved Through inspection	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		with regard to the implementation of the Occupational Health Services committee recommendations		implementation of the Occupational Health Services committee recommendations					d			t of the Committee	committee at the beginning of the year			of portfolio of evidence, it was found that reports were prepared. Resolution report submitted as evidence	
	Employees training on health and safety	Number of CDM personnel trained on health and safety awareness	New Indicator	300 CDM personnel trained on health and safety awareness	700	Reports	Number	Only 20 members of the new Occupational Health Services committee have been trained	Not achieved	Nil	Nil	Unavailability of funding	Training for more personnel will be trained in the 2012/2013 financial year	Verified	Query acknowledged and will be corrected.	Not achieved Quarterly review reports were not compiled	Yes

Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (Improved Municipal Financial and Administrative Capabilities). **Strategic objective:** To comply with

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
the Labour Relations ACT and regulations. Measurable objective: To ensure compliance with Labour Relations regulations. KPA 6: Municipal Transformation and Organisational Development																	
Labour relations	Functional Local Labour Forum (LLF)	Number of LLF meetings held.	12 LLF meetings held.	12 LLF meetings held	60	Minutes	Number	9 LLF meetings held	Partially Achieved	Nil	Nil	Transition of new Council let to the delay in designation of Councillors to LLF	Bilateral sessions were held with the two labour unions. Functional LLF	Verified	Query acknowledged and will be corrected.	Not achieved not all targeted Meetings were held	Yes
		Number of reports produced with regard to the implementation of LLF resolutions	12 reports produced with regard to the implementation of LLF resolutions	12 reports produced with regard to implementation of the LLF Resolutions	60	Reports	Number	9 reports produced with regard to implementation of the LLF Resolutions	Partially Achieved	Nil	Nil	Delay in designation of Councillors	Bilateral sessions were held with the two labour unions. Functional LLF	Verified	Query acknowledged and will be corrected.	Not achieved Through inspection of portfolio of evidence, it was found that Some meetings were not	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																held no resolution were implemented	
	Membership fees	% of wage bill paid to SALGA	6% wage bill paid to SALGA	6% of wage bill paid to SALGA	6% of wage bill paid to SALGA	Reports	Number	6% of Wage bill paid	Achieved.	R1 100 000	R 1 242 906.86	None	None	Verified	Query acknowledged and will be corrected.	No supporting evidence submitted	No
	Compliance to disciplinary code and procedures	Number of reports produced with regard to compliance with disciplinary procedures requirements	12 reports produced with regard to compliance with disciplinary procedures requirements	12 reports produced with regard to compliance with disciplinary procedures requirements	60	Reports	Number	12 reports produced.	Achieved.	R500 000	R 194,173.92	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that reports with regards to compliance	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		nt	nt	ents												e with disciplinary procedures requirements were prepared. Reports submitted as evidence	
	Compliance to HR Policies and conditions of service	Number of awareness sessions conducted on HR policies and conditions of service	New Indicator	8 awareness sessions conducted	40	Reports	Number	8 awareness sessions conducted	Achieved.	Nil	Nil	None	None	Verified		Achieved Through inspection of portfolio of evidence, it was found that disciplinary cases are solved within 3 months. Checklists submitted as	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																evidence	
		Number of employees who received training on HR policies and conditions of service	Distribution for HR policy files in planning stage-planned for June 2010	525 employees trained on HR policies and conditions of service	700	Reports	Number	525 employees trained.	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	Evidence not provide	No
		Number of reports produced with regard to municipal compliance with HR Policies and Conditions of Service	new indicator	12 Reports on Conditions of Service handled from LLF	60	Reports	Number	9 reports on Conditions of Service handled from LLF produced	Achieved.	Nil	Nil	Delay in designation of Councillors	Bilateral sessions were held with the two labour unions. Functional LLF	Verified	Query acknowledged and will be corrected.	Evidence not provide	No

Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (*Improved Municipal Financial and Administrative Capabilities*). **Strategic objective:** To develop,

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
manage and reward, engage and retain CDM's employees and to ensure that the Municipality's objectives are met. Measurable objective: To ensure the implementation of PMS . KPA 6: Municipal Transformation And Organisational Development																	
Performance management	Individual Performance Management system	Availability of signed performance agreements for Senior Managers	New indicator	7 senior managers signed their performance agreements	60	Reports	Number	6 Performance Agreements signed and 1 did not sign	Partially Achieved	Nil	Nil	1 Senior Manager did not sign performance agreement within the prescribed time frame in terms of the Municipal Systems Act 2000	Council sanctioned final written warning to the affected Senior Manager and reinstated the contract	Verified	Query acknowledged and will be corrected.	Evidence not provide	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		Availability of signed performance plans for employees	New indicator	516 employees signed performance plans	60	Reports	Number	516 performance plans were signed	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	Evidence not provide	No
		Availability of quarterly review reports	New indicator	4 quarterly review reports	60	Reports	Number	4 quarterly reports available	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	Not achieved Target not met	Yes
		Availability of annual performance assessment	New indicator	1 annual performance assessment report	60	Reports	Number	1 Annual performance assessment report	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		nt report						available									
		Performance bonuses paid to qualifying employees	New indicator	100% Performance bonuses paid to Qualifying employees	100% Performance bonuses paid to Qualifying employees	Reports	Number	100% qualified employees were paid bonuses	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved	Yes
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System Improved Municipal Financial and Administrative Capabilities). Strategic objective: To provide legal opinions and advisory services to the district municipality. Measurable objective: To ensure that CDM is not subjected to Litigations. KPA 6 : Municipal Transformation And Organisational Development																	
Legal services	Contracts Management	% of requests for contracts attended to within timeframes	100% of Agreements/contracts that come via Corporate Services are signed by both parties	100% contracts/agreements drafted and finalized in terms of instructions and all signed by both	100% contracts/agreements drafted and finalized in terms of instructions and all signed by both	Reports	Number	100% contracts/agreements drafted and finalized in terms of instructions and all signed by both parties.	Achieved.	Opex	None	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that contracts were signed. Check list submitted	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
				parties	parties											as evidence	
		Turnaround time in generation contracts (Opex projects)	5 Days in generation contracts (Opex projects)	5 days turnaround time on in generating contracts (OPEX projects)	5 days turnaround time on in generating contracts (OPEX projects)	Reports	Number	All Opex contracts generated within 5 days.	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that Opex project contracts were signed within 5 days. Check list submitted as evidence	Yes
		Turnaround time in the checking of contracts	20 Days in the checking of contracts (Capex)	14 days turnaround time in the checking of	14 days turnaround time in the checking of	Reports	Numbers	All Capex contracts checked within 14 days.	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		(Capex projects)	projects)	contracts (Capex)	contracts (Capex)											t was found that Capex project contracts were signed within 14 days. Check list submitted as evidence	
	Legal expenses (Management and coordination of litigation)	% of legal action on behalf of the Municipality instituted and defended	100% compliance with litigation and settlement processes	100% of all the cases handled in accordance with applicable rules	100% of all the cases handled in accordance with applicable rules	Reports	Number	100% of all cases handled in accordance with applicable rules.	Achieved.	R1 100 000.00	R924 316.51	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that all cases handled in accordance with applicable rules. List of all	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																cases instituted and defended on behalf of municipality submitted as evidence	
		Number of litigation reports produced	New indicator	4 litigation reports produced	20	Reports	Number	12 litigation reports produced	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that assessment were done. Management and coordination of litigation submitted	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																as evidence	
	Legal advisory services	% of appropriate legal opinions offered to CDM	100%	100% of all requests attended to within 5 working days of full instructions	100% of all requests attended to within 5 working days of full instructions	Reports	Number	100% of all requests attended to within 5 working days of full instructions	Achieved.	Nil	Nil	None	None	Verified		Achieved Through inspection of portfolio of evidence, it was found that all pending cases were assessed. Check list submitted as evidence	Yes
	Legislative drafting	Availability and implementation of Promotion of Access to Information Act	Promotion of Access to Information Act manual not in	100% implementation of Promotion of Access to Information Act	100% implementation of Promotion of Access to Information Act	Reports	Number	Draft manual Developed	Partially achieved	R100 000.00	Nil	Consultation Processes with external stakeholders	Expeditioning consultation with external stakeholders	Verified	Query acknowledged and will be corrected	Not achieved PAAIA manual were not approved council	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		n Act (PAIA) Manual	place	PAIA manual	on Act PAIA manual							olders	due for adoption by Council in August 2012		ted.		
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>Improved Municipal Financial and Administrative Capabilities</i>). Strategic objective: To provide support and auxiliary services to all departments. Measurable objective: To ensure maintenance of offices, buildings, vehicles and security services. KPA 6 : Municipal Transformation and Organisational Development																	
Administration	Development of vehicle provisioning and maintenance plan	% in maintenance of municipal vehicles	Developed vehicle provisioning and maintenance plan	100% implementation and management of provisioning and maintenance	100% implementation and management of provisioning and maintenance	Reports	Number	100% implementation and management of provisioning and maintenance of vehicles	Achieved	R650 000.00	R7730 80.23	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that vehicles were maintained. Vehicle maintenance report submitted as	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																evidence	
	Fleet Purchases	Number of fleet purchased	New indicator	Two new fleet procured	50	Reports	Number	2 vehicles procured (One Sedan and 1 bus)	Achieved	R9 408 881.21	R6 345 540.10	None	None	Verified	Query acknowledged and will be corrected.	Not Achieved Target not met	Yes
	Implement building maintenance plan	% in maintenance of offices and buildings in line with the maintenance plan	Building maintenance plan available	100% implementation of building maintenance plan	100% implementation of building maintenance plan	Reports	Number	100% implementation of maintenance plan	Achieved	R500 000.00	R498 533.00	None	None	Verified		Evidence provided	Yes
	Rental - Offices	Payments done on rental accommodation	Rental accommodation paid	Rental accommodation paid	All Rental accommodation paid	Signed service level agree	Number	Monthly office rental payments to all	Achieved	R2 750 000	R 2 073 863.28	None	None	Verified	Noted	Achieved Through inspection of portfolio of	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		ation				ment		premises.								evidence, it was found that new office space were rented. Service agreement submitted as evidence	
	Procurement of office furniture	% in provision of adequate and usable furniture in all offices	Management and procurement of furniture	100% adequate and usable furniture available in all offices	100% adequate and usable furniture available in all offices	Reports	Number	Tender advertised for procurement of office furniture	Not achieved.	R 380 000.00	Nil	Responsive tenders above budget	The project to be implemented during the 2012/13 financial year	Verified		Not achieved furniture not delivered	Yes
	Renting of photocopying	% in provision of photocop	New indicator	100% management of copying	100% management of copying	Reports	Number	100% management of the copying	Target Achieved	R 3 500 000.00	R 3 313 820.9	None	None	Verified		Achieved	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	services	ying services		services	services			services.	d.		0						
	Telephone management	New telephone management system procured	Management of the current telecommunication systems	New telephone system replaced	Functional telecommunication system	Reports	Number	The system is not yet in place The Service provider appointed and Service Level Agreement (SLA) signed.	Not achieved.	R 3 000 000.00	Nil	Delayed finalization of the SLA due to negotiations of the terms of the conditions	The project to be implemented during the 2012/13 financial year	Verified	Query acknowledged and will be corrected.	Not Achieved Service Level agreement not signed	Yes
	Development of security policies	Physical security policy	New indicator	Approved physical security policy	5	Approved and reviewed	Number	Draft policy developed Consultation	Partially Achieved	Nil	Nil	Delay in consultation process	Finalization of consultation processes and	Verified	Query acknowledged and will be	Not Achieved Security policies were on	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
						policy		process underway.				ses	adoption by Council during the 2012/13 financial year		corrected.	draft	
	Security services	% in provision of security services in all CDM premises	Management of the Security services	100% in provision of security services	100% in provision of security services	Reports	Number	Managed and monitored the provision of security for CDM premises	Achieved	R4 450 000	R 4 124 122.96	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that all security were monitored. Repots submitted as evidence	Yes
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>Improved Municipal Financial and Administrative Capabilities</i>). Strategic objective: To become the regional information hub and e-municipality to enhance sustainable development. Measurable objective: To manage and support IT functionality within the municipality. KPA 6 : Municipal Transformation and Organisational Development																	

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
Information and Knowledge Management	IT security cameras	Number of offices with installed IT security cameras	IT (cameras) Purchased and installed for the main office building	IT (cameras) Purchased for 05 CDM offices	5	Delivery note	Number	Service provider appointed and on site	Partially achieved.	R350 000.00	Nil	Late appointment of the service provider	To be implemented in the financial year 2012/2013	Verified	Query acknowledged and will be corrected.	Not achieved Security cameras were not installed in some of the offices	Yes
	Upgraded network and IT infrastructure	Network upgraded	New Indicator	Infrastructure network upgraded	1	Delivery note	Number	Infrastructure network upgraded.	Achieved	R500 000.00	R190 100.00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that terms of reference were developed. Terms of reference submitted as evidence	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Server rack (upgrade of server room)	Server rack equipment purchased	old equipment available	Upgraded Server rack switches	5	Delivery note	Number	Server rack switches upgraded	Achieved	R300 000.00	R37 648.00	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that KVM switch and upgrade were done. Invoice submitted as evidence	Yes
	Procurement of the new financial system	Assessment of the current IT systems	SAP financial system available	IT Assessment done	1	Report	Number	IT assessment at tender stage.	Not Achieved	R2 000 000	Nil	None responsive Bids from the service providers	To be implemented in the financial year 2012/2013	Verified	Query acknowledged and will be corrected.	Not achieved Tender is on evaluation process	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Help desk software implementation	New web-based software purchased and installed	Old software available	Procurement of the new Help desk software.	5	Renewal letter	Number	Help desk software purchased	Achieved.	R300 000.00	R292 000.00	None	None	Verified		Achieved Through inspection of portfolio of evidence, it was found help desk software were purchased .Invoice submitted as evidence	Yes
	Procurement of Computers	Number of Computers to be purchased	40 Computers purchased this financial year	10 Computers to be purchased June 2012	50	Delivery note	Number	10 Computers procured	Achieved.	R60 000.00	R60 000.00	None	None	Verified	Query acknowledged and will be corrected.	Evidence not provided	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Procurement of laptops	Number of Laptop purchased	20 laptops purchased	20 laptops purchased	100	Delivery note	Number	7 Laptops procured	Not Achieved	R150 000.00	R150 000.00	Insufficient budget to procure laptops	Make provision for procurement of laptops in the 2012/13 financial year.	Verified	Query acknowledged and will be corrected.	Evidence not provided	No
	Procurement of Printers	Number of Printers purchased	10 Printers purchased	10 Printers Purchased	50	Delivery note	Number	8 Printers procured	Partially Achieved	R10 000.00	R10 000.00	Insufficient budget to procure printers	Make provision for procurement of printers in the 2012/13 financial year.	Verified	Query acknowledged and will be corrected.	Evidence not provided	No
	Policy awareness (Records management)	Number of awareness conducted on records	New indicator	Conduct awareness sessions(2)	10	Reports	Number	2 Records awareness sessions were conducted	Achieved	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	ment)	policies													ted.		
	Offsite records management	Storage Facility available	Payments made on the storage facility	Storage facility paid	5	Invoice for payment	Number	Storage facility paid	Not Achieved	R500 000	Nil	Funds moved to Administration	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
	Records management file plans	Availability of file plans in all local municipalities	1 file plans in all local municipalities	4 Municipalities with approved file plans	4	Approved file plans	Number	2 Municipalities have approved file plan while the others do not have them due to the lack of infrastructure and records	Partially achieved	Nil	Nil	Lack of infrastructure and records office by local municipality	Project discontinued. The matter to be Escalated to District Inter Governmental Relatio	Verified	Query acknowledged and will be corrected.	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
								offices.					n Forum (IGR) to ensure compliance by local Municipalities				
	Records Management training	Number of employees trained on record management	30% employees trained on record management	80% employees trained on records Management	100% employees trained on records	Reports	Number	9% of employees trained on Records Management	Not Achieved	Nil	Nil	Priority was given to employees whose functions entail records management.	Improved coordination of training session on records management.	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that SAP support was given to officials. Report submitted as evidence	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Records Management audit	Number of Records Management audit reports produced	No audit conducted	Conduct Audit on records compliance	20	Reports	Number	Audit Report available.	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	Not achieved	No
	SAP Support training and maintenance	% of support on the HR module	new indicator	100% Support in SAP HR Module	100% Support in SAP HR Module	Reports	Number	100% support provided	Achieved.	R300 000.00	R150 000.00	None	None	Verified		Achieved Through inspection of portfolio of evidence, it was found that SAP support was given to officials. Report submitted as evidence	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Service Delivery call centre for the disaster system	Implementation of Service Delivery call centre	new indicator	Service Delivery call centre operational	1	Reports	Number	Service delivery call centre (IT) implemented and operational	Achieved.	R3 670 000.00	R1 417 659.54	None	None	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that call center is functioning. Report submitted as evidence.	Yes
	Pay Roll System support	% in implementation of Payroll System Support	New indicator	100% support given in payroll	100% support given in payroll	Reports	Number	0% support given in payroll	Not Achieved	R 200 000	Nil	Project suspended due to IT assessment.	Implementation of IT assessment recommendation	Verified	Query acknowledged and will be corrected.	KPI not reported	No

5. INFRASTRUCTURE SERVICES DEPARTMENT

6.

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>Single window of coordination</i>). Strategic objective: To have 100% of households with access to basic service by 2014. Measurable objective: To ensure provision of access to water to 89% of the district population. KPA 2 : Basic Service Delivery and Infrastructure Development																	
Water development	Phomolong, Semaneng & Monyoeneng	% of Project Completed/milestones achieved in project implementation	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	75% construction	Partially achieved	R2 100 000.00	R1 300 000.00	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach	Verified	Query acknowledged and will be corrected.	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Houtrivier Water Treatment Plant (WTP)	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	Project completed (100%)	Achieved	R1 270 286.00	R 1 272 86.00	None	None	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes
	Mashasane Bulk Water Supply (BWS) and storage	% of Project Completed	new indicator	Project completed (100%)	Project completed (100%)	Reports	Number	85% Construction	Partially achieved	R 2 700 000.00	R 1 356 600.00	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													multi-year Project planning approach				
	Rampur WS (Rammo bola, Chloe A and Kgabo park) BWS	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	Project completed (100%)	Achieved	R2 000 000	R 2 000 000.00	None	None	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes
	Rampur WS (Leokaneng) bulk supply and storage	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	Project completed (100%)	Achieved	R2 000 000	R 2 000 000.00	None	None	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Maune Water Supply (WS)	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	90% Construction	Partially achieved	R 4 000 000.00	R 1 396 692.00	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Jupiter Water Supply WS	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	80% Construction	Partially achieved	R 4 000 000.00	R 1 255 617.00	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes
	Monotwane WS	% of Project	New indicator	Project complete	Project complete	Reports	Number	70% Construction	Partially	R 4 000	R 1 117	Lack of	The project	Verified	Query	Not Achieved	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		Completed		d (100%)	d (100%)			on	achieved	000.00	476.00	Forward planning	will be completed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach		wledged and will be corrected.	Households were not provided with basic water this quarter	
	Moetagare WS	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	75% Construction	Partially achieved	R 4 000 000.00	R 2 036 481.00	Lack of Forward	The project will be completed	Verified	Query acknowledged	Not Achieved Households were	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
									d			planning	ed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach		and will be corrected.	not provided with basic water this quarter	
	Terrebrugge WS	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	85% Construction	Partially achieved	R 4 000 000.00	R 623 416.00	Lack of Forward planning	The project will be completed in the	Verified	Query acknowledged and will be	Not Achieved Households were not provided	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													2012/13 financial year and Forward Planning as multi-year Project planning approach		corrected.	with basic water this quarter	
	Mabitsela WS	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	55% Construction	Partially achieved	R 4 000 000.00	R 677 842.00	Lack of Forward planning	The project will be completed in the 2012/13 financial	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													1 year and Forward Planning as multi-year Project planning approach			quarter	
	Kgabo park WS	% of Project Completed	New indicator	80% Construction	Project completed (100%)	Reports	Number	25% Construction	Not achieved	R 4 000 000.00	R 1 000 000.00	Lack of Forward planning	The project will be completed in the 2012/13 financial year and	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													Forward Planning as multi-year Project planning approach				
	Ga-Selolo WS	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	85% Construction	Partially achieved	R 4 000 000.00	R 2 138 737.00	Lack of Forward planning	The project will be completed in the 2012/13 financial year and	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes
													Forward				

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													d Planning as multi- year Project planning approach				
	Kgomo school WS	% of Project Completed	New indicator	80% Construction	Project completed (100%)	Reports	Number	35% Construction	Not achieved	R 4 000 000.00	0	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													Planning as multi-year Project planning approach				
	Blouberg Municipality: Lenatong BWS	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	Project completed (100%)	Achieved	R 1 000 000.00	R 1 000 000.00	None	None	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes
	Senwabawana BWS	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	Project completed (100%)	Achieved	R5 284 939.35	R 5 284 939.35	None	None	Verified	Query acknowledged and will be	Not Achieved Households were not provided	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
															corrected.	with basic water this quarter	
	Mons BWS	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	Project completed (100%)	Achieved	R1 600 000	R 600 000.00	None	None	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes
	Gaselwane RWS	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	90% Construction	Partially achieved	R 3 100 000	R 1 500 000.00	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forwar	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													d Planning as multi- year Project planning approach				
	The Glade BWS	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	95% Construction	Partially achieved	R 5 000 000.00	R 2 215 462.00	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													Planning as multi-year Project planning approach				
	Mashamate BWS	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	70% Construction	Partially achieved	R 1 000 000.00	R 751 800.00	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													as multi-year Project planning approach				
	Mashalane Dilaening	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	60% Construction	Partially achieved	R 2 500 000.00	R 740 577.00	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as multi-	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													year Project planning approach				
	Tolwe phase 2 and 3 BWS	% of Project Completed	New indicator	Project completed (80%)	Project completed (100%)	Reports	Number	Tender adjudication stage	Not achieved	R 3 000 000.00	0	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as multi-year Project	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													planning approach				
	Windhoek Extension	% of Project Completed	New indicator	Project completed (80%)	Project completed (100%)	Reports	Number	65% Construction	Partially achieved	R 4 000 000.00	R 786 557.00	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as multi-year Project planning	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													approach				
	My Darling Extension Reticulation	% of Project Completed	New indicator	Project completed (80%)	Project completed (100%)	Reports	Number	SCM processes underway	Not achieved	R 3 000 000.00	0	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	De Villiersdale BWS	% of Project Completed	New indicator	Project completed (80%)	Project completed (100%)	Reports	Number	Project completed (80%) as planned	Achieved.	R 4 000 000.00	R 1 200 000.00	None	None	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes
	Indermark BWS	% of Project Completed	New indicator	Project completed (80%)	Project completed (100%)	Reports	Number	SCM processes underway	Not achieved	R 4 500 000.00	0	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													multi-year Project planning approach				
	Blackhill WS	% of Project Completed	New indicator	Project completed (50%)	Project completed (100%)	Reports	Number	Project completed (50%) as planned	Achieved.	R 1 000 000.00	R 200 000.00	None	None	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes
	Diepsloot BWS	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	80% Construction	Partially achieved	R 3 000 000.00	R 1 261 307.00	Lack of Forward planning	The project will be completed in the 2012/13 financial year	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													and Forward Planning as multi-year Project planning approach				
	Lepelle-Nkumpi Municipality: Groothoek Regional Water Scheme (RWS) (Ledwab	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	Project completed (100%)	Achieved.	R1 000 000.00	R 1 000 000.00	None	None	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	a, Matome, Makotse & Motantanyane)																
	Specon RWS	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	70% Construction	Partially achieved	R 4 000 000.00	R 2 866 652.00	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as multi-year	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													Project planning approach				
	Groothoek RWS (Ga-Molaporeticulation)	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	65% Construction	Partially achieved	R 4 000 000.00	R 1 261 534.00	The community conflict delayed the project	Strengthening through Public participation	Verified			
	Groothoek (Mathibela)	% of Project Completed	New indicator	Project completed (80%)	Project completed (100%)	Reports	Number	Project completed (80%)	Achieved.	R 2 000 000.00	R 800 000.00	None	None	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes
	Groothoek	% of	New	Project	Project	Report	Num	50%	Part	R	R541	Lack	The	Verifi	Query	Not	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	ek (Moshe ngoville reticulati on)	Project Completed	indicator	completed (80%)	completed (100%)	s	ber	Constructi on	ially achieved	2 000 000.00	416.0 0	of Forwa rd planni ng	project will be complet ed in the 2012/13 financia l year and Forwar d Plannin g as multi-year Project plannin g approac h	ed	ackno wledg ed and will be correc ted.	Achieved Househol ds were not provided with basic water this quarter	
	Grootho ek/spec on RWS	% of Project Complete	New indicator	Project complete d (80%)	Project complete d (100%)	Report s	Num ber	Project completed (80%)	Achieved.	R 2 000 000.00	R 152 0 00.00	None	None	Verifi ed	Query ackno wledg	Not Achieved Househol	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	reticulation Sehlabeng & Mashego	d													ed and will be corrected.	ds were not provided with basic water this quarter	
	Groothoek (Matjatji reticulation)	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	60% Construction	Partially achieved	R 2 000 000.00	R 536 714.00	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as multi-year	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													Project planning approach				
	Groothoek (Matlharolla reticulaton)	% of Project Completed	New indicator	Project completed (80%)	Project completed (100%)	Reports	Number	Project completed (80%)	Achieved.	R 2 000 000.00	R 1 800 000.00	None	None	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes
	Groothoek (Lebowakgomo)	% of Project Completed	New indicator	Project completed (70%)	Project completed (100%)	Reports	Number	Project completed (70%)	Achieved.	R 4 000 000.00	R 2 000 000.00	None	None	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes
	Mphahle	% of	New	Project	Project	Report	Num	60%	Part	R	R	Lack	The	Verifi	Query	Not	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	le RWS (Nkotok wane yard connection)	Project Completed	indicator	completed (100%)	completed (100%)	s	ber	Construction	ially achieved	2 000 000.00	685 522.00	of Forward planning	project will be completed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach	ed	acknowledged and will be corrected.	Achieved Households were not provided with basic water this quarter	
	Mphahlele RWS (Seleten)	% of Project Complete	New indicator	Project completed (80%)	Project completed (100%)	Reports	Number	SCM processes underway	Not achieved	R 3 000 000.00	0	Lack of Forwa	The project will be	Verified	Query acknowledged	Not Achieved Household	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	g upgrading)	d							d.			rd planning	completed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach		ed and will be corrected.	ds were not provided with basic water this quarter	
	Mphahlele RWS (Mamaolo upgrading)	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	50% Construction	Partially achieved	R 2 000 000.00	R 577 819.00	Lack of Forward planning	The project will be completed in	Verified	Query acknowledged and	Not Achieved Households were not	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	ng)											ng	the 2012/13 financial year and Forward Planning as multi-year Project planning approach		will be corrected.	provided with basic water this quarter	
	Mphahle RWS (Mashite yard connecti	% of Project Completed	New indicator	Project completed (80%)	Project completed (100%)	Reports	Number	Project completed (80%)	Achieved.	R4 397 123.00	R 986 870.00	None	None	Verified	Query acknowledged and will be	Not Achieved Households were not provided	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	ons)														corrected.	with basic water this quarter	
	Mathabatha RWS WTP	% of Project Completed	New indicator	Project completed (80%)	Project completed (100%)	Reports	Number	SCM processes underway	Not achieved.	R 3 000 000.00	0	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													h				
	Mathabatha RWS (Matatane)	% of Project Completed	New indicator	Project completed (80%)	Project completed (100%)	Reports	Number	SCM processes underway	Not achieved.	R 2 000 000.00	0	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Mathabatha RWS (Mphaaneng Bulk line)	% of Project Completed	New indicator	Project completed (80%)	Project completed (100%)	Reports	Number	SCM processes underway	Not achieved.	R 2 000 000.00	0	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes
	Mafeke RWS	% of Project	New indicator	Project complete	Project complete	Reports	Number	SCM processes	Not achi	R 3 000	0	Lack of	The project	Verified	Query ackno	Not Achieved	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	(Ngwaname internal reticulation)	Completed		Completed (50%)	Completed (100%)			underway	Not achieved.	000.00		Forward planning	will be completed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach		wedged and will be corrected.	Households were not provided with basic water this quarter	
	Molemole Municip	% of Project Complete	New indicator	Project complete	Project complete	Reports	Number	SCM processes	Not achieved	R 5 000	0	Low yielding	The project will be	Verified	Query acknowledged	Not Achieved Household	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	ality: Mogwadi borehole development (Rita/Bethesda borehole)	d		d (50%)	d (100%)			underway	d.	000.00		boreholes	completed in the 2012/13 financial year and appointment of consultants in a multi-year		ed and will be corrected.	ds were not provided with basic water this quarter	
	Mogwadi RWS	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	50% Construction	Partially achieved	R 2 500 000.00	0	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													d Planning as multi- year Project planning approach				
	Brussels , Westphalia Bouwlust	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	Project completed (100%)	Achieved.	R 500 000.00	R 500 000.00	None	None	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes
	Maponto Fatima & Sekake	% of Project Completed	New indicator	Project completed (80%)	Project completed (100%)	Reports	Number	Tender advertised	Not achieved.	R 6 000 000.00	0	Low yielding boreh	Appointment of consultants in a multi-	Verified	Query acknowledged and	Not Achieved Households were not	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	ni RWS											oles	year		will be corrected.	provided with basic water this quarter	
	Brussels , Madikana & Phasha RWS	% of Project Completed	New indicator	Project completed (50%)	Project completed (100%)	Reports	Number	Tender advertised	Not achieved.	R 5 000 000.00	0	Low yielding boreholes	Appointment of consultants in a multi-year	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes
	Mogwadi WTP	% of Project Completed	New indicator	Project completed (80%)	Project completed (100%)	Reports	Number	50% Construction	Partially achieved	R5 756 645.00	R 1 386 032.00	Lack of Forward planning	The project will be completed in the 2012/13 financial year and	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													Forward Planning as multi-year Project planning approach				
	Sekake ni, Mokome ne, Makgatho, Maupye RWS	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	Project completed (100%)	Achieved.	R1 150 000.00	R 3 000 000.00	None	None	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes
	Molotong, Fatima, Mapont	% of Project Complete	New indicator	Project completed (80%)	Project completed (100%)	Reports	Number	Project at tender adjudicati	Not achieved	R5 000 000.00	0	Lack of Forward	The project will be complet	Verified	Query acknowledged	Not Achieved Households were	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	o & Mokgehl e RWS	d						on stage	d.			planning	ed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach		and will be corrected.	not provided with basic water this quarter	
	Eisleben	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	Project completed (100%)	Achieved.	R2 047 000.00	R 3 000 000.00	None	None	Verified	Query acknowledged and will be	Not Achieved Households were not provided	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
															corrected.	with basic water this quarter	
	Polokwane Municipality: Houtrivier RWS	% of Project Completed	New indicator	Project completed (100%)	Project completed (100%)	Reports	Number	60% Construction	Partially achieved	R10 500 000.00	R 897 424.00	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic water this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													h				
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>Single window of coordination</i>). Strategic objective: To have 100% of households with access to basic services by 2014. Measurable objective: To ensure provision of quality drinking water to all households within the district. KPA 2 : Basic Service Delivery and Infrastructure Planning																	
Water quality	Construction of Water quality laboratory	% construction of Water Quality Laboratory Building	New indicator	80% completion of laboratory Phase 1	Project completed (100%)	Reports	Number	80% Construction work of Phase 1.	Achieved	R4 500 000.00	R 2,234,202.00	None	None	Verified	Query acknowledged and will be corrected.	Not Achieved 10% of Phase 1 laboratory were not completed	Yes
Water quality Monitoring and sampling	Number of chemical samples & microbiological samples tested	694 chemical samples & 1,144 microbiological samples tested	800 chemical samples & 1200 microbiological samples tested	Project completed (100%)	Reports	Number	682 Chemicals & 1 117 microbiological samples tested.	Not achieved	R2 300 000.00	R 1,382,545.00	Unavailability of water in some villages on the day of sampling due to	Conversion of diesel pumps to electricity pumps and building of concrete pump	Verified		Not Achieved 172 chemicals and 129 microbiological samples were not tested	Yes	

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
												stolen engines.	houses				
		Number of sampling reports produced	12	12 Water Quality Reports (1 report/month)	60	Reports	Number	12 Water Quality monthly reports produced	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
		% compliance in testing water quality on monthly basis	90% Monthly water quality tested	90 % of water quality tested complying with South African National Standards (SANS 241)	100% compliance	Reports	Number	78 % water quality samples tested complied with SANS 241	Partially achieved.	Nil	Nil	Groundwater sources do not comply due to natural poor water quality.	Online disinfection implemented to address poor water quality.	Verified	Query acknowledged and will be corrected.	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Implementation of water safety and security plans	Number of interventions	New indicator	10 interventions implemented from Water Safety plans recommendations	10	Reports	Number	4 interventions implemented at Molemole LM	Not achieved	R 1 000 000.00	R 153,750.31	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach	Verified	Query acknowledged and will be corrected.	Not Achieved 2 interventions were not implemented	Yes
	Green drop	% of compliance	34% compliance	50 % compliance	100% compliance	Reports	Number	Wastewater risk	Achieve	Nil	Nil	None	Green drop	Verified	Query acknowledged	Not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	assessment	Green Drop	Green Drop Requirements	Green Drop Requirements				Rating reports submitted as part of compliance and risk rating received from Department of Water Affairs.	Not achieved				assessments done bi-annually		Noted and will be corrected.		
	Blue drop assessment	% of compliance in Blue Drop	58% compliance to the Blue Drop requirements	90 % compliance to the Blue Drop requirements	100% compliance	Reports	Number	71, 99 %. Blue Drop Report released by DWA	Partially achieved.	Nil	Nil	Poor water quality from groundwater sources	Shifting from ground water sources to bulk water supply system.	Verified	Noted	Not Achieved 18.01% Blue drop were not adhered to	Yes
	Installation of online disinfect	Number of Disinfection units	new indicator	20 Disinfection Units	100	Reports	Number	9 systems installed at Molemole local	Partially achieved	R300 000.00	R 256 661.29	Lack of Forward planning	The project will be completed in	Verified	Noted	Achieved Through inspection of portfolio of	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	ion	installed						municipality 1 in Lepelle Nkumpi local municipality 1 at Aganang local municipality	d.			ng	the 2012/13 financial year and Forward Planning as multi-year Project planning approach			evidence, it was found that 9 disinfection units were installed and progress report and invoice submitted as evidence	
	World water monitoring day	Number of World Water Monitoring Day events	2 schools	Hosting event with 4 schools				Events not held	t Not achieved.	R250 000.00	Nil	Clashing of event dates with schools	Host pre world water monitoring day.	Verified	Query acknowledged and will be corrected	Not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
												exams			ted.		
	Water Treatment Works (WWT) Assessment	Number of Water Treatment Works Technical Reports produced	New indicator	2 Water Treatment Works	10	Reports	Number	2 Water Treatment Works assessed. (Mashashane and Houtriver Water Treatment Works assessed)	Achieved	R 200 000.00	R 198 812.35	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
	Joint meter reading with Lepelle Northern Water	% in Processing of bulk water invoices for payment to	100% submission to Finance	100% water invoices processed to finance	100% water invoices processed	Reports	Number	All water invoices processed. (100%)	Achieved	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	(LNW)	Finance													ted.		
	Bill reconciliation	% in Processing of electricity & fuel invoices for Free Basic Water for payment to Finance	100% submission to Finance	100% electricity and fuel invoices processed to finance	100% electricity and fuel invoices processed	Reports	Number	All electricity and fuel invoices processed (100%)	Achieved	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
	Boreholes concrete pump houses	Number of concrete pump houses constructed	30 concrete pump-houses constructed	20 pump houses constructed.	100	Reports	Number	20 pump houses completed	Achieved	R 3 000 000.00	R 3 000 000.00	None		Verified	Query acknowledged and will be corrected.	KPI not reported	No
	Electricity	Number	20	20	100	Report	Num	7	Not	R 2	R 370	Lack	The	Verifi	Query	Not	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	ation of Boreholes	of boreholes electrified	boreholes	boreholes		s	ber	boreholes electrified	Achieved.	300 000.00	538.85	of Forward planning	project will be completed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach	ed	acknowledged and will be corrected.	Achieved 10 boreholes were not electrified	
	Municipal infrastru	% commitment on	43% commitment	100% MIG budget	100% MIG budget	Reports	Number	100% on MIG budget	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	cture programme	MIG project		commitment	commitment			committed							ed and will be corrected.		
		% budget expenditure on Municipal Infrastructure Grant (MIG) project	43% expenditure	100% MIG budget Expenditure	100% MIG budget Expenditure	Reports	Number	67.2% on MIG Expenditure	Not Achieved	R173 914.00	R 116 896 223	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as multi-year Project	Verified		KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													planning approach				
	Occupational health and safety	% on Occupational Health and Safety compliance on projects	New indicator	100% compliance	100% compliance	Reports	Number	There's 100% compliance to OHS on projects	Achieved.	Nil	Nil	None	None	Verified		KPI not reported	No
	Quantity survey	Number of monthly payment reports produced	To produce monthly payments reports.	12 payment reports	60	Reports	Number	12 payment reports produced	Achieved.	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>Single window of coordination</i>). Strategic objective: To have 100% of households with access to basic service by 2014. Measurable objective: To ensure provision of access to electricity to 90% of the district population. KPA 2: Basic Service Delivery And Infrastructure Planning																	
Electricity	Free	% of	427 652	77%	100%	Report	Num	85%	Ach	Nil	Nil	N	n	Verifi	Query	KPI not	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
ty	basic energy	progress in facilitation of free basic energy to 427 652 indigents	indigents assisted of free basic energy	progress in facilitation of free basic energy to 427 652 indigents		s	ber	facilitation of free basic energy	ieved.			one	one	ed	acknowledged and will be corrected.	reported	
	Electrification of Aganang Local Municipality	% of Project Completed	Milestones in the implementation of the project completed	Project completed (100%)	Project completed (100%)	Reports	Number	Project is 100% complete.	Achieved.	R2 500 000.00	R 2,327,396.39	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
	Electrification of Molemole Local Municipality	% of Project Completed	Milestones in the implementation of the project completed	Project completed (100%)	Project completed (100%)	Reports	Number	Project is 100% complete.	Achieved.	R 3 828 008.00	R3 571 421.89	None	None	Verified	Query acknowledged and will be corrected.	KPA Not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
			d												ted.		
	Electrification of Lepelle Local Municipality	% of Project Completed	Milestones in the implementation of the project completed	Project completed (100%)	Project completed (100%)	Reports	Number	Lebowakgomo Zone P completed and energized, Mshongoville completed and not energized, Lebowakgomo Unit B at 90% Construction	Partially achieved.	R 6 000 000.00	R5 245 129.00	Delay in energizing of the completed projects by Eskom	Department of Minerals and Energy and ESKOM to be engaged at District IGR Forum to prioritize the energising of completed projects	Verified	Query acknowledged and will be corrected.	KPA Not reported	No
	Transfer to Blouber	% of Project Complete	Budget transferred to Local	Project complete	Project complete	Reports	Number	Budget transferred and	Achieve	R 730 000	R730 000.0	None	None	Verified	Query acknowledged	KPA Not	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	g Local Municipality	d	Municipality	d (100%)	d (100%)			Project is 100% completed	d.	0.00	0				ed and will be corrected.	reported	
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>Single window of coordination</i>). Strategic objective: To have 100% of households with access to basic service by 2014. Measurable objective: To ensure provision of access to basic sanitation to 60% of the district population. KPA 2 : Basic Service Delivery and Infrastructure Planning																	
Sanitation	Sanitation	Number of households having access to basic Sanitation	147066 households having access to basic Sanitation (51.5%)	148066 households with access to basic Sanitation (60%) (1000 units)	100%	Reports	Number	147288 households with access to basic Sanitation (53%) (222 units completed)	Partially achieved.	R31 359 531.00	R6 566 621.00	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as	Verified	Query acknowledged and will be corrected.	Not Achieved	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													multi-year Project planning approach				
	Aganang Households sanitation: Aganang Households sanitation	Milestones in the implementation of the project completed	New indicator	Project completed at 80%	Project completed at 100%	Reports	Number	50% construction	Partially achieved.	R 5 000 000.00	R 1 000 000.00	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as multi-	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic sanitation this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													year Project planning approach				
	Blouberg Rural Households sanitation: All days sewer	Milestones in the implementation of the project completed	New indicator	Project completed at 80%	Project completed at 100%	Reports	Number	SCM processes underway	Not achieved.	R 3 000 000.00	Nil	Delay in finalizing the designs	The project will be completed in the 2012/13 financial year	Verified	Noted	Not Achieved Households were not provided with basic sanitation this quarter	Yes
	Lepelle-Nkumpi sanitation: Upgrading of Lebowa kgomo WWTW	Milestones in the implementation of the project completed	New indicator	Project completed at 80%	Project completed at 100%	Reports	Number	SCM processes underway	Not achieved.	R 15 359 531.00	R 1 000 000.00	Lack of Forward planning	The project will be completed in the 2012/13 financial year and	Verified	Noted	Not Achieved Households were not provided with basic sanitation this quarter	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													Forward Planning as multi-year Project planning approach				
	Molemole sanitation	Milestones in the implementation of the project completed	New indicator	Project completed at 100%	Project completed at 100%	Reports	Number	Project completed at 100%	Achieved.	R 3 800 000.00	R 3 600 000.00	None	None	Verified	Query acknowledged and will be corrected.	Not Achieved Households were not provided with basic sanitation this quarter	yes
	Mogwadi	Milestones in the	New	Project complete	Project complete	Report	Num	50% constructi	Partially	R 5 000	R 1 000	Lack of	The project	Verifi	Query ackno	Not	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	WWTW	implementation of the project completed	indicator	d at 100%	d at 100%	s	ber	on	achieved	000.00	000.00	Forward planning	will be completed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach	ed	wledged and will be corrected.	achieved	
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>Single window of coordination</i>). Strategic objective: To provide access roads and accessible quality transport services within the district. Measurable objective: To ensure provision of roads and quality transport services. KPA 2: Basic Service Delivery and Infrastructure Planning																	
Roads	Mamaol	Constructi	17km	3 km to	12kms	Report	Num	3 km road	Ach	R	R	None	None	Verifi	Noted	Achieved	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	to Seleteng	on of 4 kilometres for Upgrading of Mashite access road	tarred	be tarred by June 2012		s	ber	tarred.	ieved.	13 444 905.00	12 755 255.00			ed			
	Expanded Public Works Programme learnerships road project	Construction of 1.3 kilometres for Chloe to Kordon road	New indicator	1 km road to be tarred by June 2012	6kms	Reports	Number	1 km road tarred	Achieved.	R7 900 000.00	R3 950 000.00	None	None	Verified	Noted	Achieved	Yes
	Routine maintenance	Milestones in the implementation of the project completed	New indicator	100% road maintenance done	100% road maintenance done	Reports	Number	100% road maintenance done		R1 000 000.00	R1 000 000.00	None	None	Verified	Noted	Achieved	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Office accommodation for Molemole satellite	Complete the planning of Molemole East satellite offices	Assessment of the current office	Develop structural designs and acquire building land	100% construction completed.	Reports	Number	Structural designs developed	Partially achieved.	R1 000 000.00	R995 872.00	None	None	Verified	Query acknowledged and will be corrected.	Not achieved	Yes
	Malatane bridge	Milestones in the implementation of the project completed	Planning and designs completed	100% construction of Malatane bridge completed	100% construction of Malatane bridge completed	Reports	Number	Project is Completed 100% construction	Achieved.	R 4 500 000.00	R 4 234 531.00	None	None	Verified		Portfolio of evidence incomplete	Yes
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>Single window of coordination</i>). Strategic objective: To manage and co-ordinate the Integrated Development Planning process within the district. Measurable objective: To ensure provision of roads and quality transport services. KPA 2: Basic Service Delivery and Infrastructure Planning																	
Transport	Enforcement of Transport Facility	Number of workshops/awareness campaign	Adjudication phase	10 training sessions conducted	50	Reports	Number	SCM processes underway	Not achieved.	R 600 000.00	Nil	Lack of Forward planning	The project will be completed in the	Verified	Query acknowledged and will be	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	By-laws	s conducted for taxi operators										ng	2012/13 financial year and Forward Planning as multi-year Project planning approach		corrected.		
	Alignment of Integrated Transport Plan (ITP) with	Integrated Transport Plan aligned to the Public Transport strategy and	Integrated Transport Plan available	Integrated Transport Plan aligned	5	Approved ITP	Number	SCM processes underway	Not achieved.	R 1 220 000.00	Nil	Lack of Forward planning	The project will be completed in the 2012/13 financial	Verified	Query acknowledged and will be corrected.	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Public Transport Strategy and Action Plan	Action plan											1 year and Forward Planning as multi-year Project planning approach				
	Capacity Building to Taxi Operators	Number of taxi operators trained on rank management, customer care and advanced	service provider appointed, not yet trained	30 trained	150	Reports	Number	SCM processes underway	Not achieved.	R 420 000.00	Nil	Lack of Forward planning	The project will be completed in the 2012/13 financial year and	Verified	Query acknowledged and will be corrected.	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		driving											Forward Planning as multi-year Project planning approach				
	Revitalization of Bicycle Projects	Number of Scholars benefitting from the Bicycle projects	150	96 bicycles purchased	480	Reports	Number	Project cancelled.	Not achieved.	R 160 000.00	Nil	MFMA Circular no. 58 (4) of 2012/13 which instruct municipalities not	Unfunded Mandate	Verified	Query acknowledged and will be corrected.	Not Achieved Bicycles were not purchased	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
												to support LED projects that falls under the mandates of other government departments e.g. Department of Transport projects					
	Public Transport Rural Infrastructure	Availability of public transport rural infrastructure	New indicator	Public transport rural infrastructure	5	Approved Public transport	Number	Public transport rural infrastructure plan	Not achieved.	R 1 688 000.00	Nil	Lack of Forward planning	The project will be completed in	Verified	Query acknowledged and	Not Achieved Public transport rural	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Planning	Infrastructure plan		Infrastructure plan		Rural infrastructure plan		not available. Service provider appointed on 4 May 2012 and busy scoping				Planning	the 2012/13 financial year and Forward Planning as multi-year Project planning approach		will be corrected.	Infrastructure plan were not developed	
	Implementation of Non-Motorized Transport	Number of projects identified in the strategy funded	NMT Strategy available	2 projects funded	10	Reports	Number	No project funded	Not achieved.	R50 000.00	R 30 000.00	Funding declined	Alternative funding model to be considered	Verified	Noted	Not Achieved NMT strategy were not implemented	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Strategy																
Operations and maintenance	Protective Clothing	Number of protective clothing Procured	New indicator	500 Protective clothing procured by June 2012	1500	Reports	Number	500 Protective clothing procured by June 2012	Achieved	R 700 000.00	R 391 225.44	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
	Operation & Maintenance Transfers To Local Municipalities	% in O&M refurbishment of water schemes	New indicator	100% of funds Transferred	100% of funds Transferred	Reports	Number	100% O&M Budget transferred to LM's	Achieved.	R 9 500 000.00 + R 4 000 000.00	R 9 500 000.00 + R 4 000 000.00	None	Increase O&M budget in the next financial year	Verified	Noted	Achieved Through inspection of portfolio of evidence, it was found that funds were transferred to Local Municipality. Reports submitted as	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
																evidence	
	Free Basic Water	100% Invoices received from LM's and Eskom Bills processed	427652 people receiving Free Basic water	60% of indigents on the indigent register receiving free basic water	100%	Reports	Number	100% payment for electricity and diesel.	Achieved.	R 8 000 000.00	R 8 727 471.00	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
	Term Contracts	Appointment of term Contracts	New indicator	100% maintenance done by June 2012	100% maintenance done by June 2012	Reports	Number	Project is at tender Adjudication stage	Not achieved.	R 2 000 000.00	Nil	Non responsive bids	The project is deferred to 2012/13 financial years	Verified	Query acknowledged and will be corrected.	KPI not reported	No
	Operation & Maintenance (O&M)	Procurement of O&M Tools	New indicator	Procurement of Tools by June 2012	Procurement of Tools (100% require)	Reports	Number	Appointed service provider declined the offer.	Not achieved.	R 300 000.00	Nil	Non responsive bids	The project is deferred to	Verified	Query acknowledged and	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Tools												2012/13 financial year.		will be corrected.		
	Bulk Water Purchase	% progress in the contract management of bulk water supply/water fleet management	100% of bulk water purchases	100% Attainment of milestones in the contract management of bulk water supply	100% Attainment of milestones in the contract management of bulk water supply	Reports	Number	100% payment of invoices received done	Achieved.	R 52 700 000.00	R 45 085 137.00	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
	Access Road To Schemes	3.3KM Road graded to the water scheme	New indicator	4km road Graded	20km road Graded	Reports	Number	4km road Graded	Achieved	R 500 000.00	R 443 010.61	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Operations and Maintenance (O&M) Support Program	% of Operations and Maintenance support programme	New indicator	100% Operations And Maintenance Support Program	100% Operations And Maintenance Support Program	Reports	Number	100% support given to local municipalities	Achieved	R 3 600 000.00	R 1 861 802.00	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
Outcome 9 Output: Responsive, Accountable, Effective and Efficient Local Government System (<i>Single window of coordination</i>). Strategic objective: To manage and co-ordinate the Integrated Development Planning process within the district. Measurable objective: To ensure provision of roads and quality transport services. KPA 2 : Basic Service Delivery and Infrastructure Planning																	
Institutional social development	Community participation and liaison	Number of Community Based O&M (Water) Committees established	New indicator	59 Water Committees established	295	Reports	Number	26 Water Committees established	Not achieved.	R100 000	Nil	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forwar	Verified	Query acknowledged and will be corrected.	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													d Plannin g as multi- year Project plannin g approac h				
		Number of Community Based O&M (Water) Committees trained	New indicator	59 Water Committees trained	295	Reports	Number	26 Water Committees trained	Not achieved.	Nil	Nil	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Plannin	Verified	Query acknowledged and will be corrected.	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													g as multi-year Project planning approach				
	Community participation and liaison	Number of Community awareness campaigns on new projects conducted	New indicator	59 Community awareness campaigns to be held	295	Reports	Number	59 Community awareness campaigns held	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved	Yes
		Number of Steering committees established	New indicator	59 Project Steering Committees established	295	Reports	Number	59 Project Steering Committees established	Achieved.	Nil	Nil	None	None	Verified	Noted	Achieved Through inspection portfolio of evidence, it was	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		d		ed				d								found that it was found that for each project started steering committees were established and memorandum of agreement were signed	
	Capacity building and training	number of Capacity building and trainings for project steering committees conducted	New indicator	59 Project Steering Committees trained	295	Reports	Number	38 Project Steering Committees trained	Partially achieved.	Opex	Opex	Lack of Forward planning	The project will be completed in the 2012/13 financial year and	Verified	Noted	Evidence not reported	Yes

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													Forward Planning as multi-year Project planning approach				
	Memoranda of agreements on scope of works	Number of Memorandum of Agreements on Scope of Works signed by the Project Steering Committee	New indicator	59 Memoranda of agreements on scope of works signed by the PSC.	295	Reports	Number	59 Memoranda of agreements on scope of works signed by the PSC.	Achieved.	Opex	Nil	None	None	Verified	Query acknowledged and will be corrected.	Not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
		e (PSC).															
	Health and hygiene	Number of Health and Hygiene programmes implemented	New indicator	59 Health & Hygiene awareness campaigns held.	295	Reports	Number	7 Health and Hygiene awareness campaigns held.	Not achieved.	R80 000.00	Nil	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach	Verified	Query acknowledged and will be corrected.	Not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	Enforcement of water by-law	Number of Community awareness campaigns on water by-laws conducted	New indicator	59 awareness campaigns on water by-laws held.	295	Reports	Number	A concept document and strategy to implement the project has been developed and busy consulting with the locals	Not achieved.	R20 000	Nil	Lack of Forward planning	The project will be completed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach	Verified	Query acknowledged and will be corrected.	KPI not reported	No
	District water	Number of District	New indicator	1 district water	5	Reports	Number	District water	Not achi	R20 000.00	Nil	Lack of	The project	Verified	Query ackno	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	week campaign	Water Week Campaigns held		week campaign held.				week campaign not held.	Not achieved.			Forward planning	will be completed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach		wedged and will be corrected.		
	District Sanitation week campaign	Number of District Sanitation Week	New indicator	1 District Sanitation Week Campaign	5	Reports	Number	District Sanitation Week Campaign	Not achieved.	R60 000.00	Nil	Lack of Forward	The project will be completed	Verified	Query acknowledged	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	n	Campaigns held		n held.				not held.				planning	ed in the 2012/13 financial year and Forward Planning as multi-year Project planning approach		and will be corrected.		
	District sanitation Task Team coordination	Number of District Sanitation meetings coordinated	New indicator	4 district sanitation task team meetings held.	20	Reports	Number	1 district sanitation meeting held	Not achieved.	R50 000.00	R 12 500	Meetings coordination	Improved coordination of task team	Verified	Query acknowledged and will be	KPI not reported	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
													meetings		corrected.		
	Job creation	Number of jobs created	535	588	2940	Reports	Number	608 job opportunities have been created through Extended Public Works Programme (EPWP)	Achieved	Nil	Nil	None	None	Verified	Query acknowledged and will be corrected.	KPI not reported	No
	Local economic development	Number of local entrepreneurs employed	New indicator	59 local entrepreneurs appointed	295	Reports	Number	4 local entrepreneurs appointed	Not achieved.	Nil	Nil	Jobs for local entrepreneurs were not available	More attention will be given to local entrepreneurs in future	Verified	Query acknowledged and will be corrected.	KPI not reported	No
	Impact	Number	New	59	295	Report	Num	55	Part	Nil	Nil	Some	Commu	Verifi	Query	KPI not	No

Strategic focus area (IDP)	Project	Key Performance Indicator	Baseline	Annual Target	5 year target	Means of verification	Unit of measure	Actual Progress	Status (achieved or not achieved)	Budget	Expenditure	Challenges	Corrective Measure	Performance monitoring quality assurance comment	Management response	Internal audit comment	Portfolio of evidence
	assessments of new projects	of Community Profile reports submitted	indicator	community profile reports submitted .		s	ber	Community profile report submitted.	ially achieved.			projects are still under construction and profile s are done after completion.	nity profiles to be developed after completion of projects .	ed	acknowledged and will be corrected.	reported	
		Number of Project Profile reports submitted	New indicator	59 project profile reports submitted .	295	Reports	Number	Project profiles are developed after completion of projects and most projects are still under construction.	Not Achieved	Nil	Nil	Projects still under construction.	Project profiles to be developed after completion of projects .	Verified	Query acknowledged and will be corrected.	KPI not reported	No

CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)

Human Resource Management is central to the strategic thrust of the District. It is geared to achieve optimal outcomes and impact on Service Delivery. The function is organized and discharged through the following units; HR Provisioning and Maintenance, Training and Organizational Development, Labor Relations and Payroll management.

- Provisioning and Maintenance is responsible for implementation of the organizational structure through recruitment, both internally and externally.
- Payroll ensures that salaries are paid timeously and in accordance to legislative requirements.
- Labour Relations manages and ensures sound labour practices..
- Performance Management for improved individual Performance Management
- Organizational Development for organizational renewal
- Training and Organizational Development coordinates training programmes in an integrated approach for both employees and councilors.

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1. EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Description	Employees				
	10/11 No. Employees	No. Approved posts	11/12 No. of employees	No. of vacancies	% of vacancies
Water	5	6	5	1	16.6%
Waste Water (sanitation)	1	2	2	0	0%
Electricity	1	1	1	0	0%
Waste Management	N/A	N/A	N/A	N/A	N/A
Housing	N/A	N/A	N/A	N/A	N/A
Waste Water (Storm water Drainage)	N/A	N/A	N/A	N/A	N/A
Roads	1	1	1	0	0%
Transport	1	1	1	0	0%
Planning	11	12	11	1	8.33%
Local Economic Development	4	10	4	6	60%
Planning (Strategic & Regulatory)	N/A	N/A	N/A	N/A	N/A
Community & social services	117	124	97	27	21.7%
Environmental protection	N/A	N/A	N/A	N/A	N/A
Health	24	32	22	10	31.25%
Security & safety	3	3	3	3	0%
Sport & recreation	2	2	2	0	0%
Corporate Policy offices & other	64	87	60	23	26.4%
Totals					

Vacancy Rate: 11/12			
Designation	*Total approved posts No.	*Variances (Total time that vacancies exist using fulltime equivalents) No.	*Variances (as a proportion of total posts in each category) %
Municipal Manager	1	0	0
CFO	1	0	0
Other S57 Managers (excluding Finance Posts)	0	0	0
Other S57 Managers (Finance posts)	1	0	0
Municipal Police	N/A	N/A	N/A
Fire Fighters	72	0	0
Senior Management: Levels 13-15 (excluding Finance Posts)	N/A	N/A	N/A
Senior Management: Levels 13-15 (Finance Posts)	N/A	N/A	N/A
Highly skilled supervision: Levels 9-12 (excluding Finance posts)	N/A	N/A	N/A
Highly skilled supervision: Levels 9-12 (Finance posts)	N/A	N/A	N/A
Total			
Turn-over Rate			
Details	Total Appointments as of beginning of financial year No.	Terminations during the financial year No.	Turn-over Rate*
2009/10	530	13	2.45
2010/11	523	19	3.63
2011/12	536	25	4.66
			T4.1.3

Comment on Vacancies and Turnover:

The municipality has at all times prioritized filling of vacant positions, appointments of internal staff has been taken into account and eligible employees have always been considered for positions. The advert runs for not less than 15 days, applications are captured within 3 days, We invite the short listing panel least 4 days in advance. A short listing report is then compiled for approval, this may take 5 days, and once the report is approved we invite candidates and give them at least 5 days for preparations. Interviews will be conducted, then a report will be compiled

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

The municipality places a very high value on workforce management and as a result, policies and procedures have been put in place. This is a continuous process; systems are still developed and reviewed where and when necessary.

4.2. POLICIES

HR Policies & Plans				
	Name of Policy	Completed %	Reviewed %	Date adopted by council or comment on failure to adopt
1	Affirmative Action	0%	0%	None
2	Attraction & Retention	50%	0%	None
3	Code of conduct for employees	100%	0%	Collective Agreement
4	Delegations, Authorisation & responsibility	100%	0%	None
5	Disciplinary Code & Procedures	100%	0%	Collective Agreement
6	Essential Services	100%	0%	Collective Agreement
7	Employee Assistance/ wellness	50%	0%	None
8	Employment Equity	0%	0%	None
9	Exit Management	0%	0%	None
10	Grievance Procedures	100%	0%	Collective Agreement
11	HIV/AIDS	50%	0%	None
12	Human Resource & Development	100%	0%	2003
13	Information Technology			
14	Job Evaluation	0%	0%	None
15	Leave	100%	0%	2003
16	Occupational Health & Safety	50%	0%	None
17	Official Housing			
18	Official Journeys			
19	Official Transport to attend funerals	100% Part of bereavement policy	New	
20	Official working hours and overtime	100%	0%	Collective Agreement
21	Organisational rights	100%		Collective Agreement
22	Payroll Deductions	100%	0%	None
23	Performance Management & Development	0%	0%	None
24	Recruitment, selection & Appointments	100%	0%	2003
25	Remuneration Scales & Allowances	100%	0%	Collective Agreement
26	Resettlement	0%	0%	None
27	Sexual Harassment	0%	0%	None
28	Skills development	100%	0%	2003
29	Smoking	100%		
30	Special skills	0%	0%	None
31	Work Organisation	0%	0%	None
32	Uniforms & protect clothing	0%	0%	None
33	Other	0%	0%	None

Comment on Workforce Policy Development:

Council has approved the following Human Resources Policies: Subsistence and Travelling, Leave policy which is currently under review, Internal Bursary Policy and Arrested and imprisoned employee policy.

4.3. INJURIES, SICKNESS AND SUSPENSIONS

Number and cost of injuries on duty					
Type of injury	Injury leave taken	Employees using injury leave	Proportion employees using sick leave	Average injury leave per employee	Total estimated cost
	Days		%	Days	R`000
Required basic medical attention only	NONE	NONE	NONE	NONE	NONE
Temporary total disablement	NONE	NONE	NONE	NONE	NONE
Permanent disablement	NONE	NONE	NONE	NONE	NONE
Fatal	NONE	NONE	NONE	NONE	NONE
Total					

T4.3.1

Number of days and cost of sick leave (excluding injuries on duty)						
Designations	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per employees	Estimated cost
	Days	%	No.	No.	Days	R`000
Lower skilled (level 1-2)	262	17.2	208	208	1.26	75 032
Skilled (level 3-5)	552	39.5	151	151	3.65	337 865
Highly skilled production (levels 6-8)	368	22.3	85	85	4.32	304 484
Highly skilled supervision (level 9-12)	229	23.1	49	49	4.67	300 215
Senior management (levels 13-15)	138	22	32	32	4.31	259 443
MM & S57	34	14.7	6	6	5.6	91 940
Total	1583	138.8	531	531	23.81	1 368 979

Comment on Injury and Sick Leave:

The municipality has not experienced high rate of injuries or occupational diseases in the past. There are no injuries recorded or referred to a municipal doctor in the year under review. In cases of sick leave, the municipality has referred 1 employee for psychological services.

Number and period of suspensions				
Position	Nature of alleged misconduct	Date of suspension	Details of disciplinary action taken or status of case and reasons why not finalized	Date finalized
Deputy Manager: Special Focus	Dereliction of duty related misconduct	26.09.09	Disciplinary hearing completed in June 2011 with a finding of not guilty	June 2011
Project Support Officer	Failure to disclose that family member (brother) was doing business with the municipality	Not suspended	Matter was referred to Labour Court. Records were missing at the bargaining Council. Court referred matter back to the Bargaining Council	2010
Manager: IGR	Gross Misconduct	17/03/2011	The matter was finalized, Charges were withdrawn	01/12/2011
Manager Communications	Gross Misconduct	29/03/2011	Finalized employee was found not guilty	12/12/2011
Manager IKM	Gross Misconduct	20/03/2011	Employee found guilty and was issued with a written warning on the first count and a final written warning on the second count.	19/11/2011
Deputy Manager: Legal Services	There was no charge	03/04/2011	Settlement agreement reached and employee back at work.	29/04/2011
Manager: Internal Audit	Gross Misconduct	15/04/2011	Settlement agreement reached and employee back at work	20/01/2012
Snr Manager: SPED	Failure to meet deadline in updating Mayoral, Council and Management resolutions Insubordination	Not suspended	Final Written Warning valid for six months	21/07/2011
Snr Manager: Community Services	Failure to meet deadline in updating Mayoral, Council and Management resolutions	Not suspended	Written Warning valid for six months	21/07/2011
Snr Manager: Executive Management	Failure to meet deadline in updating Mayoral, Council and Management resolutions	Not suspended	Written Warning valid for six months	21/07/2011
Snr Manager: Infrastructure	Failure to meet deadline in updating Mayoral, Council and Management resolutions	Not suspended	Written Warning valid for six months	21/07/2011

T4.3.5

Disciplinary action taken on cases of financial misconduct

Position	Nature of alleged misconduct and rand value of any loss to the municipality	Disciplinary action taken	Date finalized
None	None	None	None

Comment on Suspensions and Cases of Financial Misconduct:

- No financial misconduct recorded during the financial year 2011/12.

4.4. PERFORMANCE REWARDS

Performance Rewards by Gender					
Designation	Beneficiary Profile				
	Gender	Total number of employees in group	Number of beneficiaries	Expenditure on rewards 11/12 R`000	Proportion of beneficiaries within group %
Lower skilled (levels 1-2)	Female	6	6	R 25 224.12	100%
	Male	2	2	R 10 231.43	100%
Skilled (levels 3-5)	Female	83	79	R 733 642.61	95.18%
	Male	68	63	R 621 184.97	92.64%
Highly skilled production (levels 6-8)	Female	21	20	R 241 190.93	95.23%
	Male	25	19	R 261 264.02	76%
Highly skilled supervision (levels 9-12)	Female	4	3	R 67 750.11	75%
	Male	13	12	R 206 224.79	92.30%
Senior Management (levels 13-15)	Female	5	5	R 115 103.91	100%
	Male	12	11	R 280 564.44	92.31%
MM and S57	Female	2	1	R 13 146.00	50%
	Male	2	2	R 64 008.13	100%
Total		243	223	R 2 639 625.45	91.76%

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

The municipality will as required by legislation, develop a Workplace Skills Plan on annual basis. This will be followed by a development of a detailed implementation plan that will outline the process to be followed in implementing the plan. Bursaries will still be issued to all eligible employees for career development purposes.

More employees continue to be enrolled for studies each financial year. The municipality will continue to make funds available on each financial year to ensure that capacity building is funded and both the organization and employees benefit from this project.

4.5. SKILLS DEVELOPMENT AND TRAINING

Skills Matrix															
Management	Gender	Employees in post as at 30 June 2012	Number of skilled employees required and actual as at 30 June 2012												
			No.	Learnerships			Skills programme & other short courses			Other forms of training			Total		
				Actual 30 June 2011	Actual 30 June 2012	Target	Actual 30 June 2011	Actual 30 June 2012	Target	Actual 30 June 2011	Actual 30 June 2012	Target	Actual 30 June 2011	Actual 30 June 2012	Target
MM & S57	Female						1							1	
	Male	1					2							2	
Councilors, senior officials & managers	Female	24				22	6					22	6		
	Male	36				23	18	2	1			25	19		
Technicians & associate professionals	Female	11					18		4				22		
	Male	35	1				26		3			1	29		
Professionals	Female	18					7	5				5	7		
	Male	23					15	6				15	6		
Sub Total	Female	53				22	32	5	4			27	36		
	Male	95	1			23	61	8	4			41	56		
Total		296	1			45	93	13	8			68	92		

T4.5.1

Financial competency development: progress report						
Description	A Total number of officials employed by municipality (Regulation 14 (4)(a) and (c))	B Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c))	Consolidated: Total of A and B	Consolidated: competency assessment completed for a and B (regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with regulation 16 (Regulation 14(4)(f))	Consolidated: Total Number of officials that meet prescribed competency levels (Regulation 14(4)(a))
Financial officials	12			0		0

Accounting officer	1			0		0
Chief Financial Officer	1			0		0
Senior Managers (S56)	5			0	6	0
Any other financial officials				0		0
Supply Chain Management officials	7			0		0
Heads of SCM units	2			0		0
SCM senior managers	1			0		0
Total	29			0		0

Skills Development Expenditure										
Management Level	Gender	Employee s as at the beginning of the financial year	Original Budget and Actual Expenditure on skills development 2011/12							
			Learnerships		Skills programmes & other short courses		Other forms of training		Total	
			Original Budget	Actual	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual
MM and S57	Female	4								
	Male	2								
Legislators, senior officials and managers	Female	24				63 717		54 124		111 841
	Male	36				53 136				53 136
Professionals	Female	18				228 586.74		73 274		301 860.74
	Male	23				35 691.11		52 116		87 807.11
Technicians and associate professionals	Female	11				66 941.39		48 698.41		115 639.80
	Male	35				118 143		26 639 .96		144 782.96
Clerks	Female	65				80 292.91		45 000		81 609.82
	Male	36								
Service and sales workers	Female									
	Male									
Plant and machine operators and assemblers	Female	31		32 000						32 000
	Male	121		19 200						19 200
Elementary occupation	Female	42		21 099.10						21 99.10
	Male	60		42 198						42 198.20

				.20						
Sub Total	Female	195								
	Male	290								
									%*	*R

Comment on Skills Development and Related Expenditure and on the Financial Competency Regulations:

Budget in the municipality is not done according to employment categories. The total annual budget for training for the year ending 30 June 2012 was as follows:

Councillors: Original Budget was R 400 000 and Expenditure was R 375 121.96

Employees: Original Budget was R 1 585 000.00 and Expenditure was R 1 352 875.78

The municipality has attempted to train some officials in order to meet the minimum competency requirements. However some employees have since resigned and as such the municipality had to start training anew. The newly appointed Municipal Manager has not been able to have some time to attend contact sessions of the organized MFMA programme.

This was due to the fact that he had to ensure that the municipality stabilizes and all systems are in place and also the fact that the municipality has been operating with a skeletal team of Section 56 Managers. In ensuring that the requirements for officials to complete their competency training by the deadline, the municipality has advertised tender requesting proposals from service providers in the area of Municipal Finance Management Programme. It is envisaged that the training will resume early January 2013 once all supply chain processes have been completed.

4.6. EMPLOYEE EXPENDITURE

Number of employees whose salaries were increased due to their positions being upgraded		
Beneficiaries	Gender	Total
Lower skilled (level 1-2)	Female	0
	Male	0
Skilled (level 3-5)	Female	0
	Male	0
Highly skilled production (levels 6-8)	Female	0
	Male	0
Highly skilled supervision (level 9-12)	Female	0
	Male	0
Senior management (levels 13-15)	Female	0
	Male	0
MM & S57	Female	0
	Male	0
Total		0

Employees whose salary levels exceed the grade determined by Job Evaluation				
Occupation	Number of employees	Job level evaluation	Remuneration level	Reason for deviation
None	None	None	None	None
T4.6.3				

Employees appointed to posts not approved				
Department	Level	Date of appointment	No. appointed	Reason for appointment when no established post exist
None	None	None	None	None
				T4.6.4

Comment on Upgraded Posts and those that are at Variance with Normal Practice:

- None:

CHAPTER 5 – FINANCIAL PERFORMANCE

One major area of change is citizens' expectations of their governments regarding public services and their willingness to pay for these services. Every level of government is expected to live within its financial resources and provide as good or better service than in the past.

A Viable Municipality is able to:

- Grow in population and economic terms
- Govern and democratically represent the interests of the community
- Satisfy the responsibilities for administration and services in accord with legislation
- Provide the services needed at a cost that the residents are willing to pay
- Fund services from its financial resources.

The CDM NSDP indicates that the operating budget for all municipalities, on average, has been growing over the periods 2003/04 to 2009/10. Polokwane has the highest sources of operational budget over the years, whereas Aganang has the lowest sources. During the period under review Blouberg municipality experienced an average growth of 32.6%, followed by Lepelle-Nkumpi (23.6%), Molemole (21.3%), Polokwane (16%) and Aganang (15.4%). The average annual capital budget growth was greatest in Lepelle-Nkumpi, Molemole local municipality, and Polokwane local municipality) between 2003/04 and 2009/10.

The report further indicates that the Interest accrued and other unspecified capital budget sources also play a significant role in CDM's sources of income. All municipalities have shown an increasing average growth in capital expenditure over the period under review (albeit from a low base with the exception of Polokwane).

Therefore, there is currently insufficient planning and institutional gearing for the funding and human resources requirements and resources flow between national, provincial sector departments on one hand, and the district and local municipalities on the other. In turn, this means that the operation and maintenance costs associated with the assets and other resources being transferred to municipalities are inappropriately accounted for. The role of the finance department is to carry out REAL (Revenue, Expenditure, Assets and Liability) management. The challenge that CDM faces is to manage these REAL efficiently, effectively and economically. The District also drafted the Financial Plan which indicates the budget projections for the next MTERF, source of revenue and cost recovery plan.

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

5.1. STATEMENTS OF FINANCIAL PERFORMANCE

Financial Summary						
Description	2010/11	Current year 2011/12			2011/12 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted budget
Financial Performance						
Property Rates	-	-	-	-	%	%
Service charges	34 365	59 472	59 472	40 569	47%	47%
Investment revenue	5 302	5 148	11 033	15 031	66%	27%
Transfers recognised – operational	369 672	330 727	362 307	360 369	8%	0,5%
Other own revenue	559	36 483	45 282	4 676	680%	860%
Total revenue (excluding capital transfers and contributions)	41378	431 830	478 094	450 641		
	148 743	174 652	175 752	155 042	13%	13%
Employees costs	9 085	10 881	9 429	8 302	13%	14%
Remuneration of councillors	86 015	77 438	86 186	89 386	13%	4%
Depreciation & asset impairment	310	-	-	-	%	%
Finance charges	78 577	52 700	52 700	46 599	%	%
Materials and bulk purchases	4 291	9 500	13 500	1 580	13%	13%
Transfers and grants	136 109	178 785	224 586	159 910	501%	754%
Other expenditure	463 131	503 956	562 153	460 818	12%	40%
Total Expenditure	(49 347)	(72 125)	(84 059)	(10 177)	9%	22%
Surplus (deficit)	99 548	270 921	310 177	141 948		
Transfers recognised – capital		-	-	-	91%	119%
Contributions recognised – capital & contributed assets	50 201	198 796	226 119	131 771	%	%
		-	-	-	51%	72%
Surplus (deficit) after capital transfers & contributions	50 201	198 796	226 119	131 771	%	%
					51%	51%
Share of surplus (deficit) of associates						
Surplus (deficit) for the year						
Capital expenditure & funds sources						
Capital expenditure	99 548	270 921	310 177	146 487	85%	112%
Transfers recognised – capital	99 548	270 921	310 177	146 487	85%	112%
Public contributions & donations	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-
Internally generated funds	-	-	-	-	-	-
Total source of capital funds	99 548	270 921	310 177	146 487	85%	112%
Financial position						
Total current assets	213 570	118 273	195 959	322 771	63%	39%
Total non- current assets	1 109 666	1 462 772	1 513 482	1 122 114	30%	35%
Total current liabilities	286 775	109590	109 590	294 791	63%	63%
Total non-current liabilities	16 125	28 690	28 960	9 523	201%	201%
Community wealth/equity	1 020 335	1 442 765	1 571 160	1 140 571	26%	38%
Cash flows						
Net cash from (used) operating	174 308	231 423	231 424	311 106	26%	26%
Net cash from (used) investing	(93 403)	(221 481)	(221 481)	(146 487)	51%	51%
Net cash from (used) financing	(1 111)	-	-	(2 214)	100%	100%
Cash/cash equivalents at the year end	98 888	44 763	44 763	261 293	83%	83%
Cash backing/surplus reconciliation						
Cash and investments available	98 888	44 763	44 763	261 293	83%	83%
Application of cash and investments	264 499	50 449	45 238	-	0%	0%

Balance – surplus (shortfall)	-	-	-	-	-	-
Asset management						
Asset register summary (WDV)	1 109 666	1 467 722	1 513 482	1 122 114	30%	35%
Depreciation & asset impairment	86 015	77 438	86 186	89 386	13%	4%
Renewal of existing assets	-	-	-	-	-	-
Repairs and maintenance	31 222	15 994	15 994	1 162	1276%	1276%
Free services						
Cost of free basic services provided	6 500	8 000	-	11 498	30%	100%
Revenue cost of free services provided	-	-	-	-	-	-
Households below minimum service level						
Water	-	16	-	-	-	-
Sanitation/sewerage	-	78	-	-	-	-
Energy	-	-	-	-	-	-
Refuse	-	-	-	-	-	-

Variances are calculated by dividing the difference between actual & original /adjustments budget by the actual. Table is aligned to MBRR table 1

Financial performance of operational services							R `000
Description	2010/11	2011/12		2011/12 variance			
	Actual	Original budget	Adjustment budget	Actual	Original budget	Adjustment budget	
Operating cost							
Water	168 952	208 220	257 837	252 837	18%	2%	
Waste water (sanitation)							
Electricity	13,407	891	17 230	12 423	93%	39%	
Waste management							
Housing							
Component A: sub-total	182 359	209 111	275 067	265 260	21%	4%	
Waste water (storm water drainage)							
Roads	37 740	43 365	25 357	20 363	113%	25%	
Transport	1 889	4 460	6 313	1 673	0%	277%	
Component B: sub-total	39 629	47 825	31 670	22 036	117%	44%	
Planning	33 871	17 889	18 272	9705	84%	88%	
Local Economic Development	4 877	9 120	9 121	2 553	257%	257%	
Component B: sub-total	38 748	27 009	27 393	12 258	120%	123%	
Planning (strategic & regulatory)							
LED							
Component C: Sub-total							
Community & social services	6 564	2 599	885	449	479%	97%	
Environmental protection	3 293	12 156	7,337	3 550	242%	107%	
Health	5 670	9 838	9 838	5 620	75%	75%	
Security & safety	27 888	32 135	33 136	31 300	3%	6%	
Sport & recreation	-	2 895	3 984	1 478	96%	170%	
Corporate policy offices & other	158 980	160 388	172 843	119 867	34%	44%	
Component D: sub-total	202 395	220 011	228 023	162 264	36%	41%	
Total expenditure	463 131	503 956	562 153	460 818	9%	22%	

Comment on Financial Performance:

The municipality had an overall increase of revenue for the 2011/12 financial year, with main focus on investment revenue and service charges. The municipality had a net surplus for the year with a decrease in expenditure.

There was an increase in current and non-current assets, current liabilities and a decrease in non-current liabilities. Furthermore a cash inflow in operating activities were realized with a net cash outflow in investing activities.

5.2. GRANTS

Grant Performance							R`000
Description	2010/11	2011/12			2011/12 variance		
	Actual	Budget	Adjustments budget	Actual	Original budget %	Adjustments budget %	
Operating transfers and grants							
National Government:	329 904	322 239	353 818	351 700	8%	1%	
Equitable share	144 754	146 337	181 089	181 089	19%	0%	
Municipal systems improvement	57 059	790	790	273	189%	189%	
Department of Water Affairs	118 850	42 620	39 447	39 447	8%	0%	
Levy Replacement	1 000	129 554	129 554	129 554	0%	0%	
Finance Management	8 241	1 250	1 250	1 071	17%	17%	
Rural Transport Infrastructure		1 688	1 688	266	169%	169%	
Provincial Government	10 421	8 488	8 488	6 551	30%	30%	
Health subsidy	10 421	8 488	8 488	6 551	30%	30%	
Housing							
Ambulance subsidy							
Sports & recreation							
Other transfers/grants (insert description)							
District municipality							
(Insert description)							
Other grant providers:							
(LG Seta)				688			
Total operating transfers & grants	340 325	330 727	362 307	358 939	8%	9%	

Comment on Operating Transfers and Grants:

The municipality had a 6.6% increase in grant revenue during the 2011/12 financial period, together with an increase in Levy Replacement income and a decrease in Rural Transport Infrastructure income

Note: For Municipal Infrastructure Grant (MIG) see T5.8.3. For other conditional transfers including Neighborhood Development Partnership Grant (NDPG); Public Transport Infrastructure and Systems Grant ;

Grants received from sources other than division of revenue Act (DORA)							
Details of donor	Actual grant 10/11	Actual grant 11/12	11/12 municipal contribution	Date grant terminates	Date municipal contribution terminates	Nature and benefit from the grant received, include description of any contributions in kind	
Parastatals							
A-"Project 1"							
A-"Project 2"							
B-"Project 1"							
B-"Project 2"							
Foreign Governments/Development Aid Agendas							
A-"Project 1"							
A-"Project 2"							
B-"Project 1"							
B-"Project 2"							
Private Sector/Organisations							
A-"Project 1"							
A-"Project 2"							
B-"Project 1"							
B-"Project 2"							
Provide a comprehensive response to this schedule							
T5.2.3							

Insert table note advising municipalities to indicate high value projects & total the remaining projects

Comment On Conditional Grants And Grant Received From Other Sources:

Only grants from MIG were received

5.3. ASSET MANAGEMENT

TREATMENT OF THE THREE LARGEST ASSETS				
Assets 1				
Name	Specon Bulk Supply			
Description	Specon Bulk Supply			
Asset Type	Water projects			
Key staff involved				
Staff responsibilities				
Asset Value	2008/09	2009/10	2010/11	2011/12
	-	11,437,179	21,750,690	25,932,884
Capital implications				
Future purpose of asset				
Describe key issues				
Policies in place to manage asset	Asset Management Policy			

Assets 2				
Name	Mamaolo to Seleteng Road			
Description	Mamaolo to Seleteng Road			
Asset Type	Roads			
Key staff involved				
Staff responsibilities				
Asset Value	2008/09	2009/10	2010/11	2011/12
	-	-	-	11,894,000
Capital implications				
Future purpose of asset				
Describe key issues				
Policies in place to manage asset	Asset Management Policy			

Asset 3				
Name	Specon Bulk Supply			
Description	Specon Bulk Supply			
Asset Type	Water Projects			
Key staff involved				
Staff responsibilities				
Asset Value	2008/09	2009/10	2010/11	2011/12
	-	7,503,868	7,503,868	8,960,338
Capital implications				
Future purpose of asset				
Describe key issues				
Policies in place to manage asset	Asset Management Policy			

T5.3.2

Comment On Asset Management:

There was an overall increase in the asset values of the three assets. T5.3.3

Repair and maintenance expenditure 2011/12				
				R`000
	Original budget	Adjustment budget	Actual	Budget variance
Repairs and maintenance expenditure	15,994	15,994	13 638	17%

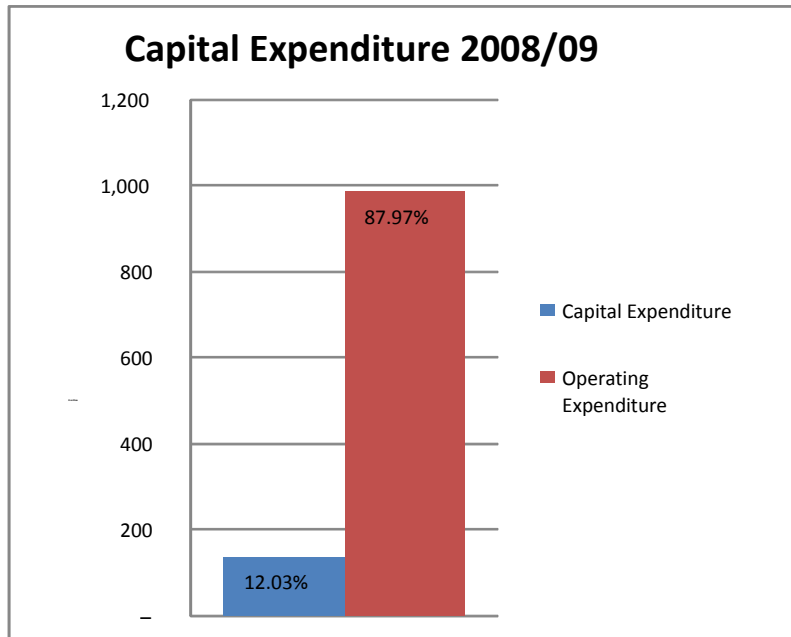
T5.3.4

5.4. FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

Comment On Financial Ratios:

The liquidity and cost coverage ratio decreased from 2010/11 to 2011/12. The decrease in outstanding service debt revenue and debt coverage gives an indication that the municipality is in the process of recovering debtors.

5.5. 5.5 CAPITAL EXPENDITURE



5.6. 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 (%)
Source of finance						
External Loans						
Public contributions and donations						
Grants and subsidies	129 868	270 921	310 177	146 487	13%	46%
Other						
Total	129 868	270 921	310 177	146 487	13%	46%
Percentage of finance						
External Loans						
Public contributions and donations						
Grants and subsidies						
Other						
Capital Expenditure						
Water and Sanitation	88 371	199 866	240 451	123 774	61%	94%
Electricity		13 144	0	0	0%	
Housing						
Roads and storm water		17 668	25 725	21 837	19%	18%

Other	11 177	40 243	44 001	876	4493%	4922%
Total	99 548	270 921	310 177	146 487	13%	46%
Percentage of expenditure						
Water and Sanitation						
Electricity						
Housing						
Roads and storm water						
Other						

Comment on Sources of Funding:

The municipality was mostly funded by grants and subsidies.

5.7. 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 (%)
A- Mamaolo to Seleteng Road	9,218	11,957	11,532	20%	4%
B- Houtrevier WTP	3,500	10,500	8,689	58%	21%
C-Senwabarwana BWS	1,000	5,285	4,377	77%	21%
D- The Glade WS	5,000	5,000	3,954	26%	26%
E- EPWP Road	3,950	7,900	3,942	0%	100%
*Projects with the highest capital expenditure in 11/12					
Name of project – A	Mamaolo to Seleteng Road				
Objective of project	Provision of road services				
Delays					
Future challenges					
Anticipated citizen benefits					

Name of project – B	Houtrevier WTP
Objective of project	Provision of basic water services
Delays	
Future challenges	
Anticipated citizen benefits	

Name of project – C	Senwabarwana BWS
Objective of project	Provision of basic water services
Delays	
Future challenges	
Anticipated citizen benefits	

Name of project – D	The Glade WS
Objective of project	Provision of basic water services
Delays	
Future challenges	
Anticipated citizen benefits	

Name of project – E	EPWP Road
Objective of project	Provision of road services
Delays	
Future challenges	
Anticipated citizen benefits	
T5.7.1	

5.8. BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

Service Backlogs as at 30 June 2012				
	*service level above minimum standard		**service level below minimum standard	
	No. HHs	%HHs	No. HHs	%HHs
Water	2675	2%	4283	
Sanitation	500	0.3%	80 969	47.8%
Electricity	134255		134255	
Waste management				
Housing				

Municipal Infrastructure Grant (MIG) *Expenditure 2011/12 on service backlogs						
Details	Budget	Adjustments Budget	Actual	Variance		Major Conditions applied by donor (continue below if necessary)
				budget	Adjustments budget	
Infrastructure –Road transport				%	%	
Roads, pavements & bridges				%	%	
Storm water				%	%	
Infrastructure – Electricity				%	%	
Generation				%	%	
Transmission & Reticulation				%	%	
Street lighting				%	%	
Infrastructure – Water & Sanitation				%	%	
Reticulation	173 914	227 641	116 896	49%	95%	
Sewerage purification				%	%	
Infrastructure – other				%	%	
Waste management				%	%	
Transportation				%	%	
Gas				%	%	
Other Specify				%	%	
				%	%	
				%	%	
Total	173,914	227,641	116,896	49%	95%	

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

Cash flow should be adequately managed in order to ensure that the municipality has sufficient working capital on hand to be in a position to pay short-term debt and operating expenses on a monthly basis.

5.9. CASH FLOW

Cash Flow Outcomes				
Description	2010/11	Current Year 2011/12		
	Audited Outcome	Original Budget	Adjusted Budget	Actual
R`000				
Cash Flow From Operating Activities				
Receipts				
Ratepayers and other	559	7 680	7 680	985
Government – operating	369 672	347 374	378 954	361 058
Government – Capital	134 566	218 010	183 258	229 608
Interest	5 302	5 148	11 033	15 030
Dividends				
Payments				
Suppliers and employees	(331 190)	(337289)	(336 001)	(293 995)
Finance charges	(310)			
Transfers and grants	(4 291)	(9 500)	(13 500)	(1 580)
Net Cash From (Used) operating activities	174 308	231 423	231 424	311 106
Cash flows from investing activities				
Receipts				
Proceeds on disposal of PPE				
Decrease (increase) in non-current debtors	39	8 107	8 107	
Decrease (increase) other non-current receivables				
Decrease (increase) in non-current investments				
Payments	(93 442)	(229 588)	(229 588)	(146 487)
Capital Assets				
Net Cash From (Used) investing activities	(93 404)	(221 481)	(221 481)	(146 487)
Cash flows from financing activities				
Receipts				
Short term loans				
Borrowing long term/ refinancing				
Increase (decrease) in consumer deposits				
Payments				
Repayment of borrowing	(1 111)			(2 214)
Net Cash From (Used) financing activities	(1 111)	-	-	(2 214)
Net Increase/(Decrease) in cash	79 794	9 943	9 943	162 405
Cash/cash equivalents at the year begin	19 094	34 820	34 820	98 888
Cash/cash equivalents at the year end	98 888	44 763	44 763	261 293

Source: MBRR SA7

Comment on Cash Flow Outcomes:

The municipality had an overall cash inflow of R162 405 000 during the year under review.

5.10. BORROWING AND INVESTMENTS

Introduction to Borrowing and Investments

Funds are borrowed the municipal entities and excess funds are invested with financial institutions.

Actual Borrowings 2009/10 – 2011/12			
	R` 000		
Instrument	2009/10	2010/11	2011/12
Municipality			
Long –term loans (annuity/reducing balance)			
Long-term loans (non-annuity)			
Local registered stock			
Installment Credit			
Financial leases		4 940	3 601
PPP liabilities			
Finance Granted by Cap Equipment Supplier			
Marketable Bonds			
Non-marketable bonds			
Bankers acceptances			
Financial derivatives			
Other securities			
Municipality Total		4 940	3 601
Municipal Entities			
Long –term loans (annuity/reducing balance)			
Long-term loans (non-annuity)			
Local registered stock			
Installment Credit			
Financial leases			
PPP liabilities			
Finance Granted by Cap Equipment Supplier			
Marketable Bonds			
Non-marketable bonds			
Bankers acceptances			
Financial derivatives			
Other securities			
Entities Total			

T5.10.2

Municipal and Entity investments			
	R` 000		
Investment type	2009/10	2010/11	2011/12
	Actual	Actual	Actual
Municipality			
Securities – National Government			
Listed Corporate Bonds			
Deposits –bank	9 991	66 800	203 999
Deposits public investment commissioners			
Deposits- corporation for public deposits			
Bankers acceptance certificates			
Negotiable certificates of deposit –banks			
Guaranteed endowment policies (sinking)			
Repurchase agreements – banks			

Municipal bonds			
Other			
Municipality sub-total	9 991	66 800	203 999
<u>Municipal Entities</u>			
Securities – National Government			
Listed Corporate Bonds			
Deposits –bank			
Deposits public investment commissioners			
Deposits- corporation for public deposits			
Bankers acceptance certificates			
Negotiable certificates of deposit –banks			
Guaranteed endowment policies (sinking)			
Repurchase agreements – banks			
Municipal bonds			
Other			
Entities sub-total			
Consolidated total:	9 991	66 800	203 999
			T5.10.4

Comment on Borrowing and Investments:

The municipality had an overall increase in funds invested at financial institutions and a decrease in finance leases

5.11. PUBLIC PRIVATE PARTNERSHIPS

- CDM facilitated the registration of the bulk water project and also entering into a service level agreement with the Lonmin Mine

COMPONENT D: OTHER FINANCIAL MATTERS

5.12. SUPPLY CHAIN MANAGEMENT

Overview Supply Chain Management

Capricorn District Municipality has a centralised supply chain management function responsible for the procurement of goods and services. The supply chain management unit is constituted by a reasonably small team supported by the three committees namely, the Bid Specification, Evaluation and Adjudication Committees, appointed in terms of the municipal SCM policy.

Demand Management:

During the reporting period, the municipality completed a procurement plan constituted mainly of a list of capital and operational projects. The specifications for all these projects (goods and services) were duly developed by the user departments and accordingly tabled for consideration by the Bid Specification Committee for approval. However, all day to day services below R30 000.00 were not included in the procurement plan but were rather procured through quotations.

Acquisitioning Management:

Following approval of the specifications, individual bids were advertised on the website, in both local and national newspapers in order to procure goods and services required across the municipality. On closure of the bidding period, each bid will be opened in the presence of bidders and a checklist of compliance with the rules completed for each bid. Each bid was evaluated in accordance with advertised criteria and sent for adjudication where a recommendation for award was made by the Bid Adjudication Committee. Following award by the Accounting Officer, a service level agreement was completed and signed by both parties for each of the bid.

Logistics Management:

The Municipality runs a stores service with limited inventory levels as set in the reporting period. On a regular basis, stationery and cleaning materials are issued to user departments following request. As a result, stock was regularly replenished to maintain set inventory levels for each of the items kept in stores. To this extent, regular stock counts were conducted on a monthly basis and a record system was kept to this effect.

Disposal Management:

During the reporting period, a list of slow moving stock was compiled, listed and considered for disposal. In accordance with the policy, following approval by Council, slow moving stock was written off and accordingly disposed.

Supply Chain Performance:

Overall, the Supply Chain Management function performed optimally. However, a set of weaknesses, mainly non-compliance with the SCM policy and regulations, were identified in the year and also during audit, which weaknesses were prioritized for attention and correction. These weaknesses include irregular expenditure, public servants doing business with the municipality, conflict of interest declaration, and calculation of preference points amongst others. The municipality developed an action plan for all weaknesses identified during audit to track performance progress towards their correction..

5.13. GRAP COMPLIANCE

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

The annual financial statements have been prepared in accordance with Generally Recognized Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 122(3) of the Municipal Finance Management Act, (Act No 56 of 2003). Assets, liabilities, revenues and expenses have not been offset except when offsetting is required or permitted by a Standard of GRAP.

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

The responsibility was to express an opinion on the financial statements, to express a conclusion on the annual performance report in the management report and to report on material findings relating to compliance with specific requirements in key applicable laws and regulations as set out in the *General Notice* issued in terms of the Public Audit Act, 2004 (Act No.25 of 2004)(PAA). The engagement letter sets out the responsibilities and the responsibilities of the accounting officer in detail.

This management report includes audit findings arising from the audit of the financial statements, reporting on predetermined objectives and compliance with laws and regulations for the year ended 30 June 2012 which were communicated to management and includes their response to these findings. The report also includes information on the internal control deficiencies that were identified as the root causes for the matters reported. Addressing these deficiencies will assist in ensuring an improvement in the audit outcomes.

The management report consists of an executive summary and detailed audit findings which are contained in annexure ...

COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS 2008/09

6.1 AUDITOR GENERAL REPORTS 2008/09

Auditor-General Report on Financial Performance 2008/09	
Non-Compliance Issues	Remedial Action Taken
Differences between the petty cash book and balance as per balance sheet	Regular reconciliations must be performed between the physical cash balance and the balance as per the general ledger. The manager should ensure that petty cash balance as per the register is matched with the balance as per SAP
Bank reconciliations - Prior period entry The municipality prepared bank reconciliation after 2 years and passed adjustment entries for R 52 million by debiting the prior period adjustment account and crediting the bank. No tenable explanation could be provided for this entry.	There should be regular monitoring by the CFO to ensure that bank reconciliations are prepared on a timely basis. CFO should investigate the bank reconciliation of the previous year and passed correction entries.
Depreciation as per SAP report and depreciation as per recalculation does not match.	The manager should investigate into the reasons for error in computation of depreciation. Necessary corrections should be made to SAP
Asset constructed on behalf of other municipalities /	Assets like electrification/land fill sites being constructed

Eskom shown under asset under construction	on behalf of other municipalities and which is not our asset should be expensed.
The municipality is yet to account for assets of DWA	The municipality should engage in the process of unbundling the infrastructure assets and this should be captured in the asset register.
The municipality was unable to match the assets verified with the assets recorded in the Fixed asset register on SAP. The municipality could not even match the number of assets on a global basis	The manager should match the assets physically verified with the assets recorded in SAP Fixed Asset Register, loss / gain should be recorded for assets which were missing / not appearing in Fixed Asset Register. The gain / loss arising on fair valuation of fixed assets should be calculated separately disclosed separately in financials.
Poor budgetary controls. The management has exceeded the budget by R12.71 million On account of over spending. Misallocations of amount booked.	Budget verification forms to be approved before processing Purchase Request. Compile budget commitment schedule and reconcile monthly
Capital amounts booked to expenditure There were amounts of capital nature which were booked to expenditure under repairs and maintenance.	All vouchers for payment should be reviewed by the CFO to ensure that amounts are booked to the correct vote. The expenditure should be defined as revenue/capital at the time of generation of a Purchase order

COMPONENT B: AUDITOR-GENERAL OPINION 2009/10

6.2 AUDITOR GENERAL REPORT 2009/10

Auditor-General Report on Financial Performance 2009/10	
Non-Compliance Issues	Remedial Action Taken
Municipality did not account for water revenue as per agreement concluded in line with section 78 of the Municipal Systems Act of 2000	The District engaged the local municipalities to present monthly expenditure and billing report on water transactions.
Municipality did not recognise account receivable for water services rendered on its behalf by local municipalities	The District engaged the local municipalities to present monthly expenditure and billing report on water transactions.
Municipality did not recognise VAT on water service revenue.	The District engaged the local municipalities to present monthly expenditure and billing report on water transactions.
Adequate documentation could not be provided for	Reviewed and implemented the Car allowance policy.

car allowances amounting to R9 717 503.	
Leave provision was not measured in terms of International Accounting Standard 19 (Employee benefits)	Appointed an Actuarial to perform leave provision as required by IAS 19.
Payment for financial lease liability was recorded as cash inflow instead of cash outflow.	Corrected the error in the subsequent year.
The municipality did not record commissions payable to local municipalities on water transaction.	The District engaged the local municipalities to present monthly expenditure and billing report on water transactions.
Assets were recorded at nominal R1 value each which is in contravention of GRAP17	Appointed a service provider to perform revaluation of assets as per GRAP 17 requirements
Irregular expenditure amounting to R40 746 848 as a result of non-compliance to SCM policy	Investigated the matter and took corrective action against the responsible officials.

Auditor-General Report on Financial Performance 2010/11

Non-Compliance Issues	Remedial Action Taken
Municipality could not provide sufficient and appropriate audit evidence for the amount disclosed as revenue for water services.	Appointment of service provider to perform monthly water transaction reconciliation at local municipalities and compile supporting documentation to support to figures disclosed.
Included in expenditure is an amount of R37 780 702 for commission expense incurred for which no appropriate sufficient audit evidence could be provided by the municipality.	Appointment of service provider to perform monthly water transaction reconciliation at local municipalities and compile supporting documentation to support to figures disclosed.
Unable to obtain sufficient appropriate audit evidence to confirm the existence, occurrence, completeness, valuation and allocation pertaining to the account receivable figure amounting to R65 790 985.	Appointment of service provider to perform monthly water transaction reconciliation at local municipalities and compile supporting documentation to support to figures disclosed.
Unable to obtain sufficient appropriate audit evidence to confirm the existence, occurrence, completeness, valuation and allocation pertaining to doubtful debts estimates.	Appointment of service provider to perform monthly water transaction reconciliation at local municipalities and compile supporting documentation to support to figures disclosed.
Unable to obtain sufficient appropriate audit evidence to confirm the existence, occurrence, completeness, valuation and allocation pertaining to irregular	Investigated the matter and took corrective action.

expenditure amounting R42 504 682.

**Auditor-General Report on Financial Performance 2011/12
The Financial Performance 2011/12 Report attached**

N	Non-Compliance Issues	Remedial Action Taken
1.	Adjustments have not been made to the financial statements for the identified subsequent events.	A checklist is to be designed and discussed in the executive meeting. The checklist will be incorporate the following details: a) Any events that have occurred after year end that would have a financial impact. B) Analysis whether is requires adjustment or disclosure
2.	The accounting officer does not exercise oversight responsibility in ensuring that the preference points awarded to bidders are correct to ensure compliance with preferential procurement policy framework.	A pre-designed template is to be designed on excel. The formulas will be locked so that constant and accurate calculations are made for all transactions
3.	The accounting officer does not exercise oversight responsibility over compliance with laws and regulations and internal control by ensuring that preference points calculations are calculated as per the guidance from the applicable regulation.	A pre-designed template is to be designed on excel. The formulas will be locked so that constant calculations are made.
4.	Adequate controls have not been implemented to ensure proper record keeping to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting.	The bidding documents are to be placed in a separate room. Office space is to be advertised. A bid register is to be kept and referenced to the files. The keys to the office will be given to one official who will be accountable for the safeguarding of these documents. Before more space is procured, documents will be placed in the office for the SCM Head.
5.	The accounting officer does not exercise oversight responsibility over reporting and compliance with laws and regulations by ensuring that the circular updates are adopted and implemented.	A checklist is to be designed to ensure that all SCM requirements are met. The checklist tends to guide SCM compliance and enable accountability.
6.	Pertinent information is not identified and captured in a form and time frame to support financial reporting and to ensure that the financial statements are reviewed for completeness.	A GRAP checklist is to be compiled and completed before submission of the AFS to the AGSA
7.	Management did not implement adequate control measures throughout the year to ensure that they can prepare regular, accurate and complete financial reports that are supported and evidenced by reliable information.	EOH is assisting with the extraction of the water transaction data residing at the local municipalities. The data is to be reconciled to the valuation roll and billing reports. The reports are to take into account the bad debts and free basic water for those relevant consumers
8.	The indicators and targets reported in the annual performance report was based on the planned targets and indicators as per the SDBIP and not the IDP.	Ensure alignment during the SDBIP review
9.	The indicators and targets reported in the annual performance report was based on the planned targets and indicators as per the SDBIP and not the IDP	Ensure alignment during the SDBIP review
10.	Management did not implement adequate control measures throughout the year to ensure that they can prepare regular, accurate and complete financial reports that are supported	EOH is assisting with the extraction of the water transaction data residing at the local municipalities.

	and evidenced by reliable information	The data is to be reconciled to the valuation roll and billing reports. The reports are to take into account the bad debts and free basic water for those relevant consumers
11.	Management did not implement adequate control measures throughout the year to ensure that they can prepare regular, accurate and complete financial reports that are supported and evidenced by reliable information.	A meeting is to be held on the 21 January 2013 with the CFOs and MMs of the local municipalities. The meeting would emphasise that only the EOH report will be used for capturing and analysis. Therefore the LMs should not record any data other than that which appear in the EOH water transaction reports
12.	Management did not implement adequate control measures throughout the year to ensure that they can prepare regular, accurate and complete financial reports that are supported and evidenced by reliable information.	EOH is assisting with the extraction of the water transaction data residing at the local municipalities. The data is to be reconciled to the valuation roll and billing reports. The reports are to take into account the bad debts and free basic water for those relevant consumers
13.	Non compliance with laws and regulations could have been prevented had compliance been properly reviewed and monitored.	A checklist for all material compliances is to be designed for monthly monitoring
14.	Lack of proper review by management of accounting policies.	To amend during the compilation of the monthly annual financial statements
15.	Management did not adequately consider the completeness of accounting policies in the financial statements.	A meeting is to be held on the 21 January 2013 with the CFOs and MMs of the local municipalities. The meeting would emphasise that only the EOH report will be used for capturing and analysis. Therefore the LMs should not record any data other than that which appear in the EOH water transaction reports
16.	The casting and calculation of commitments were not reviewed for correctness.	The roll over is to be taken to council for approval
17.	Management does not exercise oversight responsibility over correct application of GRAP requirements.	Monthly financials are to be prepared and reviewed by the CFO/DCFO.
18.	Management does not adequately review the manual leave forms before approval.	Leave reconciliations are to be prepared on a monthly basis The recon serves as one of the basis for compiling the annual financial statements
19.	The overpayment of allowances results from the absence of adequately designed and implemented controls over the approval and processing of payroll transactions.	Allowances will be recalculated and corrected in the monthly AFS
20.	The accounting officer does not exercise oversight responsibility over reporting and compliance with laws and regulations and internal control.	The bonuses for the 11/12 financial was already approved by council in December 2012
21.	Management has not designed and implemented adequate controls to ensure the occurrence, completeness and accuracy of employees costs transactions in the form of a properly prepared documented and reviewed reconciliation which is able to identify and follow up on differences between transactions processed on the payroll systems and those posted in the general ledger.	Salary reconciliations are to be performed on a monthly basis and will form part and parcel of the monthly AFS

22.	General information technology controls are not designed to maintain the integrity of the information systems and to ensure that overtime calculations are accurate.	A new template is to be designed on excel to incorporate all formulas for accuracy
23.	The calculations were not reviewed for accuracy.	The payroll system is to be reviewed for PAYE and leave encashment. Consultants would be required to make changes where necessary
24.	Adequate controls have not been implemented to ensure that employees' tax as calculated by the payroll system is accurate	The payroll system is to be reviewed for PAYE and leave encashment. Consultants would be required to make changes where necessary
25.	Oversight responsibility regarding financial and performance reporting. IT controls were not prioritised as a result accountability had not been enforced to ensure that the IT Governance processes are in place.	Implement draft IT Governance framework and forward to steering committee and management for comments and approval Performance agreement and quarterly review done Monthly reports includes system performance and helpdesk report attached on SAP Organisational review process in place. Quarterly meeting held, Attendance register, minutes of the District IT Forum will be recorded and kept on a shared folder IT Steering committee TOR will be developed, approved, members appointed and meeting held
26.	Lack of support from management to oversee some the IT critical functions. Shortage of skills in the administration of the SAP system. There were no policies how to manage SAP standard user ID's. Lack of review of the IT security and password policy.	Firewall management is outsourced to MWEB as our ISP. Maintenance of the firewall is centrally done on the MWEB Domain Centre. Schedule of maintenance is forwarded for new updates and patches uploading IT Policies will be reviewed Investigation will be done and parameter settings will be changed from 0 to 1. Client 000 and 001 are not used the Municipality is only using client 100. However default password will be changed on all clients Investigation will be done to global setting to not modifiable Investigation will be done to set authorization object to Y. Setting will be investigated and be changed to put restriction on the system
27.	Oversight responsibility regarding reporting and compliance. IT controls were not prioritised as a result; policies and procedure were still not designed and there was limited supervision from management to oversee the IT critical functions.	Change Management Policies will be implemented Proper approval and testing will be done before changes are transported to the system.

28.	Oversight responsibility regarding reporting and compliance. Compliance with the ICT security policies was not monitored. IT controls were not prioritised as a result there was lack of accountability over the IT process.	Fire Suppression system is installed Only system administrators are allowed to access the server room. A register for third parties access will be implemented Generator is maintained once a year Burglar door is installed
29.	Oversight responsibility regarding reporting and compliance. Compliance with the ICT security policies was not monitored. IT controls were not prioritised as a result there was lack of accountability over the IT process.	Proper approval and testing will be done before changes are transported to the system. Change management procedures will be developed to manage changes on all systems.
30.	Financial and performance management -Management has not taken adequate action to review and monitor compliance with applicable laws and regulations.	Performance agreements placed on website- 01/08/2012 Financial Management to be placed on the website
31.	Financial and performance management - -Management does not take effective steps to ensure that all the information required as per policy has been submitted.	A checklist is to be designed to ensure that all SCM requirements are met. The checklist tends to guide SCM compliance and enable accountability.
32.	The accounting officer does not exercise oversight responsibility over compliance with laws and regulations and ensure that the register of all bids received is published on the website.	SCM to supply communications with bids information to be published on website
33.	Financial and performance management - Management does not take effective steps to ensure that all the information required as per policy has been submitted with the quotations.	A checklist is to be designed to ensure that all SCM requirements are met. The checklist tends to guide SCM compliance and enable accountability.
34.	The accounting officer and other role players involved in the supply chain management system should be adopted and signed by those officials to ensure compliance with the SCM regulations.	Declarations are to be signed by all SCM officials
35.	The accounting officer does not exercise oversight responsibility over reporting and compliance with laws and regulations by ensuring that the SCM regulations are adhered to.	This practice will be discouraged in the updated in the SCM policy. Head of SCM would have to monitor this process and hold SCM officials accountable. A specific declaration would be incorporated on the SCM checklist to enable accountability
36.	The accounting officer and project managers had not ensured that all contracts are signed before commencing of contracts and management did not ensure that corrective actions are taken to address issues raised in the prior year audit.	LEGAL TO ASSIST
37.	Leadership - The accounting officer has not exercised oversight responsibility by developing and implementing adequate controls to ensure that competitive bidding process is fair and transparent and that different service providers are given the opportunity to compete for the tender.	The SCM checklist would ensure that a fair and equitable process is followed. Refer to item 5
38.	Financial and performance management: The bid committees	

	and SCM unit did not fulfil their duties and responsibilities by ensuring that all required and documentation is attached before awarding the contracts.	The SCM checklist would ensure that all documentation is attached. Refer to item 5
39.	Leadership - The accounting officer has not exercised oversight responsibility over compliance with laws and regulations by ensuring that control measures to ensure that prohibited suppliers are not on the database are in place	The SCM checklist would ensure that all documentation is attached. Refer to item 5
40.	Financial and performance management: The bid committees and SCM unit did not fulfill their duties and responsibilities by ensuring that all required and documentation is attached before awarding the contracts.	The SCM checklist would ensure that all documentation is attached. Refer to item 5
41.	Leadership - The accounting officer has not exercised oversight responsibility over compliance with laws and regulations by ensuring that control measures to ensure that prohibited suppliers are not on the database are in place.	The SCM checklist would ensure that all documentation is attached. Refer to item 5
42.	Leadership - This results from inadequacy of the annual review of the usefulness of the assets in the assets register.	A consultant will be appointed until the asset division is capacitated. The consultant would be required to address this audit finding
43.	Financial and performance management - Adequate controls have not been implemented to ensure compliance with the requirements of the GRAP standardized the Local Government Capital Asset Management Guideline.	The SCM checklist would ensure that all documentation is attached. Refer to item 5
44.	Financial and performance management - The misallocations leading to negative balances result from inadequate review of cost adjustments as well as a lack of automated input controls within the assets subsystem.	The SCM checklist would ensure that all documentation is attached. Refer to item 5
45.	Financial and performance management - Adequate controls have not been implemented to ensure compliance with the requirements of the GRAP standards.	The SCM checklist would ensure that all documentation is attached. Refer to item 5
46.	Financial and performance management - The financial statements and other information to be included in the annual report are not adequately reviewed for completeness and accuracy prior to submission for audit.	A GRAP checklist is to be compiled and completed before submission of the AFS to the AGSA. Refer to item 6
47.	Financial and performance management - The financial statements and other information to be included in the annual report are not adequately reviewed for completeness and accuracy prior to submission for audit.	A GRAP checklist is to be compiled and completed before submission of the AFS to the AGSA. Refer to item 6
48.	Financial and performance management - An adequate reconciliation is not being performed between the fixed asset register and the general ledger.	The SCM checklist would ensure that all documentation is attached. Refer to item 5
49.	Financial and performance management - -The fixed asset register has not been prepared in such a way that it includes the correct capitalization dates of assets.	The SCM checklist would ensure that all documentation is attached. Refer to item 5
50.	Financial and performance management: Pertinent information needed by the chief financial officer is not identified by the service business units and assessed to support financial reporting.	The SCM checklist would ensure that all documentation is attached. Refer to item 5

51.	Financial and performance management - The financial statements and other information to be included in the annual report are not adequately reviewed for completeness and accuracy prior to submission for audit.	All write offs would be taken to council for approval
52.	Financial and performance management - Adequate controls have not been implemented to ensure that the expenditure is correctly classified between current and non-current capital items.	Detailed reviews are to be performed on transactions to be processed on the accounting system
53.	Financial performance management - The componentization of roads was only corrected from the year under reviewed onwards and the older assets have not been corrected.	The SCM checklist would ensure that all documentation is attached. Refer to item 5
54.	Management did not implement adequate control measures throughout the year to ensure that they can prepare regular, accurate and complete financial reports that are supported and evidenced by reliable information.	The billing reports from the EOH for the Lepelle-Nkumpi municipality will be used for comparison to the value of water purchases. Differences will be reconciled and disclosed as distribution losses in the AFS
55.	Management does not ensure that financial statements are adequately reviewed to ensure compliance with the requirements of GRAP 3	A GRAP checklist is to be compiled and completed before submission of the AFS to the AGSA. Refer to item 6
56.	Management does not ensure that the controls around the bin cards are effective	Issue vouchers and delivery notes would include the bin number and reconciled through a spreadsheet
57.	Management does not ensure that the controls around the bin cards are effective	Issue vouchers and delivery notes would include the bin number and reconciled through a spreadsheet
58.	Management does not ensure that financials are adequately reviewed and in accordance to the template from Treasury.	A GRAP checklist is to be compiled and completed before submission of the AFS to the AGSA. Refer to item 6
59.	Management did not implement adequate control measures throughout the year to ensure that they can prepare regular, accurate and complete financial reports that are supported and evidenced by reliable information.	The LMs will have to submit the invoices before payments is made.
60.	The transaction were not reviewed for completeness and correct period.	Thorough reviews are to be performed on transactions to be processed on the accounting system
61.	Manual or automated controls are not designed to ensure that the payment for transactions that have occurred, are authorized before being processed.	The LMs will have to submit the invoices before payments is made.
62.	The financial statements and other information to be included in the annual report are not reviewed for completeness and accuracy prior to submission for audit.	A GRAP checklist is to be compiled and completed before submission of the AFS to the AGSA. Refer to item 6
63.	The transaction were not reviewed for completeness and correct period.	The LMs will have to submit the invoices before payments is made.
64.	Financial statements were not adequately reviewed prior to submission for audit.	The LMs will have to submit the invoices before payments is made.
65.	Lack of review and monitoring over the invoice received register to asses compliance to the aforementioned section of the MFMA.	All incoming invoices will be stamped for the date of receipt and recorded in a register. The register will be reconciled to the payment advices to ensure that all invoices for the month are made within 30 days
66.	Management did not ensure that suppliers are paid within 30	

	days and therefore comply with section 65(2)€ of the MFMA.	The LMs will have to submit the invoices before payments is made.
67.	Lack of monitoring and review by the expenditure manager to ensure that suppliers are not overpaid.	<i>LEGAL TO ADVISE</i>
68.	Lack of review and monitoring over the invoice received register to assess compliance to the aforementioned section of the MFMA.	The LMs will have to submit the invoices before payments is made.
69.	The indicators and targets as per the SDBIP are not consistent or were not included in the IDP.	<p>Ensure alignment during the SDBIP review</p> <p>to be made public after approval (website and copy distribution)</p>
70.	Management has not implemented adequate controls to identify the relevant sections of the legislation and to ensure compliance.	
71.	Management has not implemented adequate controls to identify the relevant sections of the legislation and to ensure compliance.	
72.	Management has not implemented adequate controls to identify the relevant sections of the legislation and to ensure compliance.	
73.	Management has not implemented adequate controls to identify the relevant sections of the legislation and to ensure compliance.	
74.	Management has not implemented adequate controls to identify the relevant sections of the legislation and to ensure compliance.	
75.	Management has not adequately reviewed the annual performance report to ensure that all actual reported performance is supported and evidenced by reliable information.	
76.	Management has not implemented adequate control measures to ensure that reliable, complete and accurate reports on predetermined objectives are prepared and reviewed.	
77.	Management has not implemented adequate control measures to ensure that reliable, complete and accurate reports on predetermined objectives are prepared and reviewed.	
78.	Management has not implemented adequate control measures to ensure that reliable, complete and accurate reports on predetermined objectives are prepared and reviewed.	
79.	Performance targets were not adequately reviewed to ensure that they are specific in clearly identifying the nature and required level of performance.	
80.	Performance targets were not adequately reviewed to ensure that they are measurable in that the required performance can be measured.	
81.	Corrective measures for the indicators was omitted during the preparation of the annual performance report.	
82.	Management did not thoroughly review the completeness of the disclosure of the provision in the annual financial	

	statements.	A GRAP checklist is to be compiled and completed before submission of the AFS to the AGSA. Refer to item 6
83.	Management did not ensure that the disclosure of restatements in provisions is complete and accurate.	A GRAP checklist is to be compiled and completed before submission of the AFS to the AGSA. Refer to item 6
84.	Management did not thoroughly review the disclosure of the post retirement benefit plans in the annual financial statements.	A GRAP checklist is to be compiled and completed before submission of the AFS to the AGSA. Refer to item 6
85.	Management does not ensure that financial statements are adequately reviewed to ensure compliance with the requirements of GRAP.	Monthly AFS will be done on a monthly basis and will incorporate prior year figures for checks and balances
86.	Management did not implement adequate control measures throughout the year to ensure that they can prepare regular, accurate and complete financial reports that are supported and evidenced by reliable information.	A GRAP checklist is to be compiled and completed before submission of the AFS to the AGSA. Refer to item 6
87.	Management does not ensure that financial statements are adequately reviewed to ensure compliance with the requirements of GRAP.	A GRAP checklist is to be compiled and completed before submission of the AFS to the AGSA. Refer to item 6
88.	Management did not accurately calculate and account for the VAT portion of revenue receipts from water and sewerage debtors.	Water related transactions - Refer to item 7
89.	Management does not adequately review leave transactions to ensure that all the required supporting documents have been submitted.	Monthly AFS will be done on a monthly basis and will incorporate prior year figures for checks and balances. All required info will be checked for evidence. REFER TO ITEM 17
90.	General information technology controls are not designed to maintain the integrity of the employee master file.	Monthly AFS will be done on a monthly basis and will incorporate prior year figures for checks and balances. All required info will be checked for evidence. REFER TO ITEM 17
91.	Adequate controls have not been implemented to ensure proper record keeping to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting.	
92.	The employees are not encouraged to take the minimum required leave days and there is no program in place to advise employees to use their leave entitlement before the end of the available period.	
93.	Management has not ensured the controls over the termination of the employees are operating effectively as designed.	
94.	Management does not ensure that the controls around the stock count are effective.	A policy over inventory count will be revised.

6.3 AUDITOR GENERAL REPORT ON THE FINANCIAL STATEMENTS 2008/09

- Report attach

APPENDICES

APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time/Part Time FT/PT	Committee Allocated	*Ward and/or Party Represented	Percentage Council Meetings Attendance	Percentage apologies for non-attendance
				%	%
PR Councillors					
Mapoulo, Makgabo Lawrence	FT	Executive Mayor	PR	100%	0%
Lekganyane, Nakedi Maria	FT	Council Speaker	PR	100%	0%
Baloyi, Hlangane Patrick	FT	Council Chiefwhip	PR	100%	0%
Ntsoane, Monice Augustine	PT	Health & Environment	PR	100%	0%
		Energy Provisioning			
		Strategy & Planning			
Mafikeng, Matome Johannes	PT	Energy Provisioning	PR	100%	0%
		Finance			
		Sports, Arts & Culture			
Seokotsa, Morongwa Meriam	PT	Strategy & Planning	PR	100%	0%
		Roads & Transport			
		Finance			
Masoga, Matome Calvin	PT	Chairperson: Local Economic Development	PR	100%	0%
Kgare, Makwena Betty	FT	Chairperson: Health and Environment	PR	100%	0%
Matsaung, Moroamokopane Jack	FT	Chairperson: Energy Provision	PR	100%	0%
Mokaba, Mapitsi	PT	Energy Provisioning	PR	100%	0%
		Sports, Arts & Culture			
		Special Focus			
Moropa, Joel Madimetja	FT	Chairperson: Water and Sanitation	PR	100%	0%
Manthata, Tekano Wilheminah	PT	Chairperson: Internal Arrangements	PR	100%	0%

Councillors, Committees Allocated and Council Attendance

Council Members	Full Time/Part Time FT/PT	Committee Allocated	*Ward and/or Party Represented	Percentage Council Meetings Attendance	Percentage apologies for non-attendance
				%	%
		Municipal Public Accounts Committee			
Malebogo, Tlabo Joseph	PT	Replaced due to non-attendance	PR	0%	No apologies received
Mashangoane Puleng Roseline	PT	Chairperson: Strategy and Planning	PR	100%	0%
Tsoai, Malebana Eliphus	PT	Chairperson: Municipal Public Accounts Committee	PR	100%	0%
Racheku, Mosibudi Rebecca	PT	Municipal Public Accounts Committee	PR	100%	0%
		Internal Arrangements			
Dandane, Pheeha Gabriel	FT	Chairperson: Finance	PR	100%	0%
Ramatsoma Mothoka Betty	PT	Water & Sanitation	PR	100%	0%
		Health & Environment			
		Corporate Services			
Mkohliswa Sithembele	PT	Municipal Public Accounts Committee	PR	100%	0%
		Internal Arrangements			
Monyetshwale Sepuki Johannes	PT	Energy Provisioning	PR	100%	0%
		Sports, Arts & Culture			
		Strategy & Planning			
Motsoku Morris Daniel	PT	Water & Sanitation	PR	100%	0%
		Finance			
		Special Focus			
Polokwane Local Municipal Representatives					
Mehlape, Queen Nkele	PT	Sports, Arts & Culture (Whip)	Rep.	100%	0%
		LED			
		Special Focus			
Matlou, Jack Molatelo	PT	LED (Whip)	Rep.	100%	0%
		Roads & Transport			
		Sports, Arts & Culture			
Sono, Mpho Mahlatse Pauline	PT	MPAC	Rep.	100%	0%
		Internal Arrangements			
Tjale, Moganela Sinah	PT	Roads & Transport	Rep.	100%	0%
		Strategy & Planning			
		Corporate Services			
Tsheola, Kwena Gloria	PT	Chairperson: Corporate Services	Rep.	100%	0%

Councillors, Committees Allocated and Council Attendance

Council Members	Full Time/Part Time FT/PT	Committee Allocated	*Ward and/or Party Represented	Percentage Council Meetings Attendance	Percentage apologies for non-attendance
				%	%
Chauke, Hlopheka Errol	PT	MPAC	Rep.	100%	0%
		Internal Arrangements			
Morwana, Makwena Hamilton	PT	Water & Sanitation (Whip)	Rep.	100%	0%
		LED			
		Finance			
Maja, Maengela Josephinah	PT	Corporate Services (Whip)	Rep.	100%	0%
		Strategy & Planning			
		Special Focus			
Mamabolo, Sophonia Nkganeng	PT	Sports, Arts & Culture	Rep.	100%	0%
		LED			
		Corporate Services			
Sello, Moruti Jerimiah	PT	Finance (Whip)	Rep.	100%	0%
		Water & Sanitation			
		LED			
Manong Makgoka Alphius	PT	Energy Provisioning	Rep.	100%	0%
		Road & Transport			
		Health & Environment			
Sedibane, Modiba John	PT	MPAC	Rep.	100%	0%
		Internal Arrangements			
Setjie Ngako David	PT	MPAC	Rep.	100%	0%
		Internal Arrangements			
Botha Androi Hendrina	PT	MPAC	Rep.	100%	0%
		Internal Arrangements			
Raletjena, Mokgadi Jeridah	PT	Water & Sanitation	Rep.	100%	0%
		Energy Provisioning			
Molemole Local Municipal Representatives					
Malatji Chumu Josias	PT	Roads & Transport	Rep.	100%	0%
		Sports, Arts & Culture			
		LED			

Councillors, Committees Allocated and Council Attendance

Council Members	Full Time/Part Time FT/PT	Committee Allocated	*Ward and/or Party Represented	Percentage Council Meetings Attendance	Percentage apologies for non-attendance
				%	%
Tawana, Makoma Pauline	PT	Water & Sanitation	Rep.	100%	0%
		Special Focus			
		Corporate Services			
Seakamela, Nakedi Winnie	PT	Energy Provisioning	Rep.	100%	0%
		Health & Environment			
		LED			
Lepelle-Nkumpi Local Municipal Representatives					
Mphahlele, Masedile Richard	PT	Water & Sanitation	Rep.	100%	0%
		Health & Environment			
		Strategy & Planning			
Thobejane, Makgati Rheineth	PT	Special Focus (Whip)	Rep.	100%	0%
		Energy Provisioning			
		Sports, Arts & Culture			
Molatjane Mmasefela Lilly	PT	Roads & Transport	Rep.	100%	0%
		Health & Environment			
		Finance			
Vilankulu, Raisibe Julia	PT	Chairperson: Executive Management	Rep.	100%	0%
Leshilo, Mogole Shylock	PT	Roads & Transport (Whip)	Rep.	100%	0%
		Finance			
		Strategy & Planning			
Ramaolla Alex	PT	Road & Transport	Rep.	100%	0%
		Corporate Services			
		Finance			
Blouberg Local Municipal Representatives					
Seduma, Matee Derrick	PT	Water & Sanitation	Rep.	100%	0%
		Finance			
		Health & Environment			
Mathidza, Sewela Elisa	PT	Energy Provisioning	Rep.	100%	0%
		LED			
		Corporate Services			

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time/Part Time FT/PT	Committee Allocated	*Ward and/or Party Represented	Percentage Council Meetings Attendance	Percentage apologies for non-attendance
				%	%
Boloka Mushaisane Phineas	PT	Chairperson: Sports, Arts and Culture	Rep.	100%	0%
Mokgehle, Pitsi Saldinah	PT	MPAC	Rep.	100%	0%
		Internal Arrangements			
Aganang Local Municipal Representatives					
Kganyago, William	PT	MPAC	Rep.	100%	0%
		Internal Arrangements			
Kgatla, Elizabeth	FT	Chairperson: Road and Transport	Rep.	100%	0%
Cholo Salome	PT	Energy Provisioning	Rep.	100%	0%
		Health & Environment Special Focus			
Lediga, Abram	PT	Roads & Transport	Rep.	100%	0%
		LED			
		Corporate Services			

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

Committees (other than Mayoral/Executive Committee) and Purposes of committees	
Municipal Committee	Purpose of Committee
Water and Sanitation	Perform oversight function to water and sanitation programmes
Roads and Transport	Perform oversight function to Roads and Transport
Energy Provisioning	Perform oversight function to Energy programmes
Health and Environment	Perform oversight function to Health and Environment programmes
Sports, Arts and Culture	Perform oversight function to Sports, Arts and Culture programmes
Strategy and Planning	Perform oversight function to Strategy and Planning programmes
Local Economic Development	Perform oversight function to Local Economic Development programmes
Executive Management	Perform oversight function to Executive Management programmes
Corporate Services	Perform oversight function to Corporate Services programme

Finance	Perform oversight function to Financial management programmes
Municipal Public Accounts	Perform oversight function municipal programmes
Internal Arrangements	Perform oversight function to municipal programmes related to Councillors welfare
Audit Committee	Providing independent advice on matters relating to financial management and internal controls to management and Council.

APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

Third Tier Structure	
Managers level 2 - 3	Director/Manager (State title and name)
Basani Sheillah Hlaneke	Dep Mngr Operations & Maintenance L2
Klaas Mankoko Madisha	DepMan: Plan & Design (Water San) - L2
Matsiri Johannes Rapotu	Deputy Manager: Water Development - L2
Mokete Meldah Mokono	Manager Budget (L2)
Jabu Trevor Masondo	Manager Communications (L2)
Glynn Stephen Mabuella Mohlabi	Manager Contract Management (L2)
Daniel Letebele Makgoba	Manager Corporate Services
Mavis Maphuti Matlala	Manager Council Support (L2)
Phatudi Justice Rathupetsane	Manager Executive Mayor's Office (L2)
Livhuani Thomas Nephawe	Manager Expenditure (L2)
Joel Sethula Ramabu	Manager IGR (L2)
Mongadi Ellen Mashakoe	Manager LED (L2)
Tebogo Leposha Gafane	Manager: Audit (L2)
Pauline Martha Tibane	Manager: Information Service (L2)
Livhuwani Rhees Muligwe	Manager: Planning and Development (L2)
Magezi Elias Nkuna	Assistant Manager: Water Quality - L3
Thabang Meshack Letanta	Dep Man Fire & Rescue Services (L3)
Lebogang Eunice Selematsela	Dep Man Institutional Policy & Research
Mandla Patson Mavanyisi	DepMan: Info and Knowledge Man - L3
Malesela Jack Ramakgolo	Deputy Manager Risk - Level 3
Sepeke Martin Manamela	Deputy Manager Administration (L3)
Shame Priscilla Shilubane	Deputy Manager Contracts (L3)
Mahlaku Anna Mojapelo	Deputy Manager Planning (L3)
Kobela Regina Sebola	Deputy Manager Special Focus (L3)
Mosema John Mpe	Deputy Manager Supply Chain Manage (L3)
Magobotla Daniel Kganakga	Deputy Manager Training, OD & Wellness (L3)
Motongoase Shadrack Mahlakoane	Deputy Manager: ISD - Level 3
Sello Frans Maebela	Deputy Manager: Tourism L3
Herbert Mpusheng Phala	Engineer/ Technologist (Roads) - Level 3
Theodorus Van Rooyen	Head Environmental Management (L3)
Sefefe Simon Sebone	Head Transport (L3)
Mokgohloa Maurice Morifi	Head WS O&M

APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY

Municipal/Entity Functions		
Municipal Functions	Function applicable to Municipality (Yes/No)*	Function applicable to Entity (yes/no)
Constitution schedule 4, Part B functions		
Air Pollution	Yes only monitoring and reporting	
Building Regulations	No	
Child Care facilities	No	
Electricity and gas reticulation	No	
Fire fighting services	Yes	
Local tourism	Yes only monitoring/coordinating/reporting	
Municipal airports	No	
Municipal planning	Yes	
Municipal Health Services	Yes	
Municipal Public Transport	Yes only monitoring/coordinating/reporting	
Municipal Public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this constitution or any other	No	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related	No	
Storm water management systems in built up areas	No	
Trading regulations		
Water and sanitation services limited to potable water supply systems and domestic waste water and sewage disposal systems	Yes	
Beaches and amusement facilities	No	
Billboards and the display of advertisements in public places	No	
Cemeteries, funeral parlours and crematoria	Yes	
Cleansing	No	
Control of public nuisance	No	
Control of undertakings that sell liquor to the public	No	
Facilities for the accommodation, care and burial of animals	No	
Fencing and fences	No	
Licensing of dogs	No	
Licensing and control of undertakings that sell food to the public	No	
Local amenities	No	
Local sport facilities	Yes – only in the four municipalities except Polokwane	
Markets	No	
Municipal abattoirs	No	

Municipal parks and recreation	No	
Municipal roads	No	
Noise pollution	No	
Pounds	No	
Public places	No	
Refuse removal, refuse dumps and solid waste disposal	Yes – only in refuse waste though the function has been cascaded down to local municipalities	
Street trading	No	
Street lighting	No	
Traffic and parking	No	
*if municipality: indicate (yes or No); * if entity: provide name of TD		

APPENDIX E – WARD REPORTING

Functionality of Ward Committees						
Ward (Number)	Name	Name of ward councillor and elected ward committee members	Committee established (Yes/No)	Number of monthly committee meetings held during the year	Number of monthly reports submitted to Speakers office on time	Number of quarterly public ward meetings held during year
Not applicable						
						TE

APPENDIX F – WARD INFORMATION

Ward Title: Ward Name (Number)

Capital Projects: Seven Largest in 2011/12 (Full List at Appendix N)					R' 000
No.	Project Name & Detail	Start Date	End Date	Total Value	
Not applicable					TF.1

Basic Service Provision					
Detail	Water	Sanitation	Electricity	Refuse	Housing
Households with minimum service delivery	7866	500	134 255	None	X
Households without minimum service delivery	21 417	80 969	None	None	
Total Households*	155204	155 204	None	None	
Houses completed in year	X				
Shortfall in housing units	X				
*including informal settlements	X				
TF.2					

**APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE
2011/12**

Municipal Audit Committee Recommendations		
Date of Committee	Committee recommendations during 2011/12	Recommendations adopted (enter Yes); not adopted (provide explanation)
14 July 2011	Management to reduce adhoc audit request to internal audit as it affect the performance of the unit as per the approved plan.	Yes
	Management to be advised on how to respond to audit queries	Yes
	Internal audit recommendations be implemented.	Yes
	Management to develop action plan on how to address AGSA queries.	Yes
	Three year audit plan 2011-14 be approved.	Yes
24 August 2011	The draft annual financial statements 2010/11 be amended with the inputs of the Audit committee and submitted to AGSA by the 31 st August.	Yes
28 November 2011	Detailed Action plan be developed according to the final management letter.	Yes
	Municipality to consider establishing a shared service internal audit.	Yes
	Management to establish new positions within internal audit unit.	Yes
	Interim audit be conducted by AGSA to assess the state of readiness for the year end.	Yes
28 May 2012	AGSA to be a standing invitee in all Audit committee meetings	Yes
	Internal Audit charter be recommended to Council for noting	Yes
	Audit Committee charter be recommended to Council for approval	Yes
	Progress report be presented on the implementation of internal audit recommendations	Yes
	Financial viability, good governance and IT risk be incorporated into the organisational risk profile.	Yes
	Year-end process plan be strictly adhered to	Yes

APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

Long Term Contracts (20 Largest Contracts Entered into 2011/12)					
Name of service provider (entity of municipal department)	Description of services rendered by the service provider	Start date of contract	Expiry date of contract	Project Manager	Contract Value
None					

Public Private Partnerships Entered into 2011/12					
					R' 000
Name & Description of project	Name of Partner (s)	Initiation date	Expiry date	Project manager	Value 2011/12
bulk water project	Lonmin Mine	2012			
					TH.2

APPENDIX I – MUNICIPAL ENTITY/SERVICE PROVIDER PERFORMANCE SCHEDULE

Please refer to the attached full comprehensive report of service provider performance that combines the 2010/2011 and 2012 financial years. The 2012/2013 will be reflected in its own annual report

APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS

Disclosures of Financial Interests		
Period 1 July 2011 to 30 June 2012		
Position	Name	Description of financial interest* (Nil/or details)
(Executive) Mayor	Cllr ML Mapoulo	Director: Bravoplex 22
(Speaker)	Cllr NM Lekganyane	Nil
(Chief Whip)	Cllr HP Baloyi	Director: Masunguni General Trading
Member of Mayco/Exco	Cllr MC Masoga	Nil
	Cllr MB Kgare	Nil
	Cllr MJ Matsaung	Nil
	Cllr JM Moropa	Director: Sideway Supermarket
	Cllr PM Mashangoane	Nil
	Cllr PG Dandane	Nil
	Cllr KG Tsheola	Nil
	Cllr MP Boloka	Nil
	Cllr RJ Vilankulu	Nil
	Cllr E Kgatla	Nil
Councillor	Cllr MA Ntsoane	Nil
	Cllr MJ Mafikeng	Member: Bamonaka Cabling and Electrical Maintanance
	Cllr MM Seokotsa	Member: Reakgona Consultant
	Cllr M Mokaba	Nil
	Cllr TW Manthata	Nil
	Cllr TJ Maleboho	Nil
	Cllr ME Tsoai	Nil
	Cllr MR Racheku	Nil
	Cllr MB Ramatsoma	Nil
	Cllr S Mkohliswa	Nil
	Cllr SJ Monyetshwale	Member: Mohlabini Business Enterprise
	Cllr MD Motsoku	Nil
	Cllr MR Mphahlele	Nil
	Cllr MR Thobejane	Nil

Disclosures of Financial Interests		
Period 1 July 2011 to 30 June 2012		
Position	Name	Description of financial interest* (Nil/or details)
	Cllr ML Molatjane	Nil
	Cllr MS Leshilo	Nil
	Cllr A Ramaolla	Nil
	Cllr QN Mehlape	Nil
	Cllr JM Matlou	Nil
	Cllr MMP Sono	Nil
	Cllr MS Tjale	Nil
	Cllr HE Chauke	Director: Lethaphy Multi Projects
	Cllr MH Morwana	Nil
	Cllr MJ Maja	Nil
	Cllr SN Mamabolo	Nil
	Cllr MJ Sello	Nil
	Cllr MA Manong	Director: MA Manong Video and Butchery
	Cllr MJ Sedibane	Member: Diphataneng Trading Enterprise
	Cllr ND Setjie	Director: Setjie Driving School
	Cllr AH Botha	Member: Mari Venter Eiendomme
	Cllr MJ Raletjena	Nil
	Cllr CJ Malatji	Nil
	Cllr MP Tawana	Nil
	Cllr NW Seakamela	Nil
Councillor	Cllr MD Seduma	Nil
	Cllr SE Mathidza	Nil
	Cllr PS Mokgehle	Member: Ntsose Construction
	Cllr W Kganyago	Nil
	Cllr S Cholo	Nil
	Cllr A Lediga	Nil
Municipal Manager	ND Molokomme	Nil
Chief Financial Officer	T Phogole	Member: Mpuseng Phogole Investment : Autumn Star Trading 493 PTY Ltd
Other S57 Officials	HM Manthata	Nil
	MI Motsuki	Member: Ratshitlho Makokoma Trdg : Itsing William Civil Engineering
	A Monyepao	Nil
	I Tjebane	Nil
	F Mamuremi	Member: All 4 Two Suppliers (dormant) : Built Geo Viro Tech (dormant)

APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

APPENDIX K (I): REVENUE COLLECTION PERFORMANCE BY VOTE

Revenue collection performance by vote

R`000

Vote Description	2010/11	Current Year 2011/12			2011/12 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Executive Management		49 706	52 033			
Infrastructure Department		405 167	486 269			
Corporate Services		68 416	62 873			
Finance Department	513 332	75 918	83 652	592 593	87%	86%
Strategy and Planning		23 788	24 171			
Community Services		79 756	79 272			
Total Revenue by vote	513 332	702 751	788 272	592 593	87%	86%

APPENDIX K (II): REVENUE COLLECTION PERFORMANCE BY SOURCE

Revenue Collection Performance by Source						
Description	2010/11	2011/12			2011/12	
	Actual	Original Budget	Adjustment Budget	Actual	Original Budget	Adjustment Budget
Property Rates						
Property Rates – penalties & collection charges						
Service charges – electricity revenue	34 365	59 472	59 472	40 569	47%	47%
Service Charges – water revenue						
Service Charges – sanitation revenue						
Service Charges – refuse revenue						
Service Charges – other	5 302	5 148	11 033	15 031	66%	27%
Rentals of facilities and equipment	3 885			3 690	100%	100%
Interest earned- external investment						
Interest earned – outstanding debtors						
Dividends received						
Fines	369 672	330 727	362 307	385 830	14%	6%
Licence and permits	559	36 483	45 282	985	3604%	4497%
Agency services						
Transfers recognised – operational						
Other revenue						
Gains on disposal of PPE						
Environmental Protection						
Total Revenue (excluding capital transfers and contributions)	413 784	431 830	478 094	442 415	2%	8%

APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Conditional Grants: Excluding MIG

R`000

Details	Budget	Adjustment Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustment Budget	
Neighbourhood development Partnership Grant				%	%	
				%	%	
				%	%	
Public Transport Infrastructure and Systems Grant				%	%	
				%	%	
				%	%	
Other Specify:				%	%	
Finance Management	1 250	1 250	1 071	17%	17%	
Municipal systems improvement	970	970	273	255%	255%	
Water services operating	42 620	39 447	40 235	6%	2%	
Rural Transport Infrastructure	1 688	1 688	266	535%	535%	
Total	46 528	43 355	41 845	11%	4%	

APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES

APPENDIX M (I): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME

Capital expenditure – New Assets programme*							
Description	2010/11	2011/12			Planned capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by asset class							
Infrastructure – Total							
Infrastructure: Road transport – Total		17668	25 725	5,816	15 000	14 802	-
Roads, pavements & Bridges							
Storm water		13 144	-	-	-	-	-
Infrastructure: Electricity – Total							
Generation							
Transmission & Reticulation	88 371	168 507	212 946	20 260	183485	171225	209800

<i>Street Lighting</i>							
Infrastructure: Water – Total		31 360	27 506	9 641	11 300	18 000	17 312
<i>Dams & Reservoirs</i>							
<i>Water Purification</i>							
<i>Reticulation</i>							
Infrastructure: Sanitation – Total		21 340	21 340	91 127	-	-	-
<i>Reticulation</i>							
<i>Sewerage Purification</i>							
Infrastructure: Other – Total							
<i>Waste Management</i>							
<i>Transportation</i>							
<i>Gas</i>							
<i>Other</i>							
Community – Total							
<i>Parks & Gardens</i>							
<i>Sportsfields & Stadia</i>							
<i>Swimming pools</i>							
<i>Community halls</i>							
<i>Libraries</i>							
<i>Recreational facilities</i>							
<i>Fire, safety & emergency</i>							
<i>Security and policing</i>							
<i>Buses</i>							
<i>Clinics</i>							
<i>Museums & Art Galleries</i>							
<i>Cemeteries</i>							
<i>Social rental housing</i>							
<i>Other</i>							

Table continued next page

Capital Expenditure – new assets programme*							
							R`000
Description	2010/11	2011/12			Planned Capital Expenditure		
	Actual	Original budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by asset class	-	-		-	-	-	-
Heritage assets total							
<i>Buildings</i>							
<i>other</i>							
	-	-		-	-	-	-
Investment properties – total							
<i>Housing development</i>							
<i>Other</i>							
	11 177	16 603	22 362	19 486	315660	36 400	35 200

	2 841	9 409	11 009	10 968	-	2 500	2 500
	-	1 524	2 624		-	8 000	-
Other assets	488	-	-		3 800	6 000	-
General vehicles	676	1 370	1 960	895	1 050	-	-
Specialised vehicles	7 172	300	500	2 859	2 030	4 900	4 000
Plant & Equipment							
Computers	-						
hardware/equipment							
Furniture & other office equipment	-	-	-	2 982	7 000	9 000	700
Abattoirs	-	-	-		17 680	6 000	28 000
Markets							
Civic land and buildings	-	4 000	6 268	1,783	-	-	-
Other buildings							
Other Land	-	-	-	-	-	-	-
Surplus Assets	-						
(investment or inventory)	-	-	-	-	-	-	-
Other							
Agricultural Assets							
List sub-class	-	2300	300	156	450	-	-
	-	2 300	300	156	450	-	-
Biological assets							
List sub-class	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Intangibles							
Computers–software & programming							
Other (list sub-class)							
Total capital expenditure on renewal of existing assets							
	99 548	270 921	310 177	146 487	241795	240427	262312
Specialized vehicles	-	1 524	2 624		-	-	-
Refuse		1 524	2 624		-	-	-
Fire							
Conservancy ambulances							
*Note: information for this table may be sourced from MBRR (2012: Table SA34a) TM.1							

APPENDIX M (II): CAPITAL EXPENDITURE – UPGRADE/RENEWAL PROGRAMME

Capital Expenditure – upgrade/Renewal programme*							
							R`000
Description	2010/11	2011/12			Planned Capital Expenditure		
	Actual	Original	Adjustm	Actual	FY +	FY +	FY +

		budget	ent Budget	Expenditure	1	2	3
Capital expenditure by asset class							
Infrastructure –total							
Infrastructure: road transport-total							
<i>Roads, pavements & bridges</i>							
<i>Storm water</i>							
Infrastructure: electricity –Total							
<i>Generation</i>							
<i>Transmission & Reticulation</i>							
<i>Street lighting</i>					34	25	36
Infrastructure: water – total					669	560	000
<i>Dams & Reservoirs</i>							
<i>Water purification</i>							
<i>Reticulation</i>							34 669
Infrastructure: Sanitation – total	25 560	36 000					
<i>Reticulation</i>							
<i>Sewerage purification</i>							
Infrastructure: other Total							
<i>Waste management</i>							
<i>Transportation</i>							
<i>Gas</i>							
<i>Other</i>							
Community							
<i>Parks & Gardens</i>							
<i>Sportfields & Stadia</i>							
<i>Swimming Pools</i>							
<i>Community Halls</i>							
<i>Libraries</i>							
<i>Recreational facilities</i>							
<i>Fire, safety & emergency</i>							
<i>Security and policing</i>							
<i>Buses</i>							
<i>Clinics</i>							
<i>Museums & Art Galleries</i>							
<i>Cemeteries</i>							
<i>Social rental housing</i>							
<i>Other</i>							
Heritage assets							
<i>Buildings</i>							
<i>Other</i>							

Capital Expenditure – upgrade/Renewal programme*							
							R`000
Description	2010/11	2011/12			Planned Capital Expenditure		
	Actual	Original budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3

Capital expenditure by asset class	-	-		-	-	-	-
Investment properties							
<i>Housing development</i>							
<i>other</i>	-	-		-	-	-	-
Other assets							
General vehicles							
Specialised vehicles							
Plant & Equipment							
Computers – hardware/equipment							
Furniture & other office equipment							
Abattoirs							
Markets							
Civic land and buildings							
Other buildings	-	-		-	-	-	-
Other Land							
Surplus Assets – (investment or inventory)	-	-		-	-	-	-
Other							
Agricultural Assets	-	-		-	-	-	-
<i>List sub-class</i>							
Biological assets							
<i>List sub-class</i>	-	-		-	-	-	-
Intangibles							
<i>Computers–software & programming</i>							
<i>Other (list sub-class)</i>							
<i>Total capital expenditure on renewal of existing assets</i>							
Specialized vehicles							
Refuse							
Fire							
Conservancy ambulances							

APPENDIX N – CAPITAL PROGRAMME BY PROJECT 2008/09

Capital Programme by Project 2011/12					
Capital Project	Original Budget	Adjustment Budget	Actual	Variance (Act-Adj) %	Variance (Act-OB) %
Water					

"Project A"					
"Project B"					
"Project C"					
Sanitation /Sewerage					
"Project A"					
"Project B"					
Electricity					
"Project A"					
"Project B"					
Housing					
"Project A"					
"Project B"					
Refuse Removal					
"Project A"					
"Project B"					
Storm Water					
"Project A"					
"Project B"					
Economic Development					
"Project A"					
"Project B"					
Sports, Arts & Culture					
"Project A"					
"Project B"					
Environment					
"Project A"					
"Project B"					
Health					
"Project A"					
"Project B"					
Safety & Security					
"Project A"					
"Project B"					
ICT and other					
"Project A"					
"Project B"					
TN					

APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD 2011/12

- None

APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS

Service Backlogs: Schools & Clinics						
Establishments lacking basic services	Water	Sanitation	Electricity	Solid Waste Collection		
Schools (Names, Locations)	N/A	N/A	N/A	N/A		
	N/A	N/A	N/A	N/A		

Molemole Municipality	Renovation to Hall	No conditions	150	-
*Loans/Grants – whether in cash or in kind TR				

APPENDIX S – DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA S71

MFMA Section 71 Returns Not Made During 2011/12 according to reporting requirements	
Return	Reason return has not been properly made on due date
	None

APPENDIX T – PRESEDENTIAL OUTCOME FOR LOCAL GOVERNMENT

Presidential Outcome for Local Government
Refer to the attached Outcome 9 report

VOLUME II: ANNUAL FINANCIAL STATEMENTS

Provide the audited Annual Financial Statements to the Annual report for 2008/09, 2009/10, 2010/11 and 2011/12 – refer to the separate volume pack of financial statements .