

2011-12

ANNUAL REPORT

DRAFT

**WATERBERG DISTRICT
MUNICIPALITY**

Contents

CONTENTS

CONTENTS	2
CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY	1
COMPONENT A: MAYOR’S FOREWORD	1
1.1. MAYOR’S FORWARD AND EXECUTIVE SUMMARY.....	1
COMPONENT B: EXECUTIVE SUMMARY	4
1.2. MUNICIPAL MANAGER’S OVERVIEW	4
1.3. MUNICIPAL FUNCTION, POPUPATION AND ENVIRONMENTAL OVERVIEW	5
CHAPTER 2	11
CHAPTER 3	24
CHAPTER 4	103
CHAPTER 5	109
CHAPTER 6	121
3.66 FIRE	139
3.67 DISASTER MANAGEMENT.....	139
COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD	139
APPENDICES.....	140
APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE	140
APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES	143
APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE.....	143
APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY	144
APPENDIX E – WARD REPORTING.....	146
APPENDIX F – WARD INFORMATION.....	147
APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE 2008/09.....	147
APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS.....	150
APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE	152

Contents

APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS	152
APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE	152
APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE	152
APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE	152
APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG	153
APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES	154
APPENDIX M (i): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME	154
APPENDIX M (ii): CAPITAL EXPENDITURE – UPGRADE/RENEWAL PROGRAMME	154
APPENDIX N – CAPITAL PROGRAMME BY PROJECT 2008/09	154
APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD 2008/09.....	154
APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS	154
APPENDIX Q – SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION	154
APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY	154
APPENDIX S – DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA S71	154
APPENDIX T – PRESEDENTIAL OUTCOME FOR LOCAL GOVERNMENT	154
VOLUME II: ANNUAL FINANCIAL STATEMENTS	155

CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR’S FOREWORD

1.1. MAYOR’S FORWARD AND EXECUTIVE SUMMARY

(a) Vision

(Waterberg District Municipality ‘s vision statement is:

To be energy hub and eco-tourism destination in Southern Africa.

(b) Key Policy Developments

(The Integrated Development Plan (IDP) of Waterberg District Municipality has consistently being assessed as the highly rated document by the Office of the MEC: Corporate Governance, Housing and Traditional Affairs over the years. Important strategic documents such Limpopo Economic Growth Plan, Municipal Turnaround Strategy , National Development Plan, Outcome 9 have found their voices in many different ways in the 2011/12 IDP.

(c)Key Service Delivery Improvements

Since the Waterberg District Municipality does not render basic services such as water, electricity and sanitation, the municipality has put aside the bulk of resources to render disaster management and firefighting services in the whole district area. Out of its slim budget and coordination efforts, local municipalities are also given financially and technically support in their delivering of electricity, water and sanitation services.

- Waterberg District Municipality was able to achieve a clean audit in 2011/12 Financial Year.
- Vetting of all Supply Chain Management Officials.
- Successful Implementation of GRAP.
- Consistently producing a highly credible IDP and a highly credible SDBIP.
- Municipality was able to fill 95% of the vacant positions.
- Successful branding of the municipality.
- Drawing Annual Financial Statements internally.

Challenges

- The Municipality is largely still grant dependent.
- Still a need to strengthen Intergovernmental Relations.
- Need to apply the concept of organizational development more firmly.
- Need to manage the salaries- wages budget more strictly.
- Inability to measure Return on investment on Training.
- Lack of funds to implement a regional solid waste landfill site.
- Failure of WEDA to lead in issues of local economic development.
- A high rate (42%) of roll over of IDP Projects.
- Cascading of Performance Management Systems to the non- Section 57 Managers.
- Improved participation of sector departments in District Municipal Managers' Forums

(d)Public Participation

The Integrated Development Plan Representative Forum and the imibizo are the main vehicles which are used to drive public participation in the review of the IDP and the review of the performance targets. The Office of the Executive embarks on the district-wide imbizos in which case the complaints on service delivery are raised and addressed.

(e)Future Actions

The district is preparing itself to provide a district-wide shared service in audit and performance audit. Feasibility studies on the development of a regional solid waste landfill are afoot and will be started in the next financial year. The municipality intends to perfect its co-ordination and supporting role to its six local municipality resources permitting. The Municipality will have to vigorously implement forward planning in order to improve on the CAPEX.

(f)Agreements / Partnerships

The municipality is in the process of negotiation with the National Treasury with a view of forging a partnership which will see to the establishment of a regional solid waste landfill and a district-wide project management vehicle to expedite issues of local economic development.

initiated)

(g) Conclusion

Waterberg District Municipality has been able to have a clean audit in 2011/12 for the second year running. This achievement has its own challenges since it is not only expected to maintain the clean audit outcome but also to assist its local municipalities to achieve the same result.

The real success of Waterberg District Municipality will only be celebrated when and if the local municipalities are also able to achieve clean audit outcomes. As the municipality, we have the commitment, capacity and tenacity to do it only if and only if the local municipalities are prepared to walk the talk with us.

NR Mogotlane

Executive Mayor

1.2. MUNICIPAL MANAGER'S OVERVIEW

Waterberg District Municipality (WDM) was one of the fewest municipalities in the Limpopo Province to achieve the clean audit Outcome even before 2014 target- which achievement is remarkable in itself. The year under review WDM was able to receive a clean audit for two consecutive years. Its Integrated Development Plan (IDP) has for the past six years being highly credible and it's Service Delivery Budget and Implementation Plan (SDBIP) has matured over the years.

Management and leadership have succeeded to produce credible strategic documents over the years. The most critical challenge is successful implementation of its strategic document namely the IDP. The Social Development and Community Services, Budget and Treasury Office and the Office of the Executive Mayor were outstanding in 2011/12 in implementing their projects in the year under review.

The establishment of the Municipal Public Accounts Committee (MPAC) and the functioning of the Audit Committee have assisted the municipality to strengthen its oversight role- which role is able to keep the municipality clearly on its clean audit status.

Having regard to the developmental nature of the local government, the municipality has continued to put premium value on public participation. The views of the stakeholders are and will always be important. Public Participation was just more than listening and it was effecting changes to IDP when such a call was made. It is always important to frequently keep the community abreast of the performance of the municipality against its targets.

The Municipality largely depends on Grants, Financial Management controls measures are effective. Financial statement are prepared according to Grap and **openly** was with the acceptable standard of

During the financial year, the erstwhile Corporate Shared Support Manager left the municipality for greener pastures. The anti – corruption hotline and the implementation of the anti-fraud strategy go a long way in mitigating the risks the municipality faces.

MV Letsoalo
Municipal Manager

1.3. MUNICIPAL FUNCTION, POPULATION AND ENVIRONMENTAL OVERVIEW

Waterberg District Municipality is a Category C municipality and it derives its powers and functions from the RSA Constitution and the Municipal Structures Act. In terms of its IDP, it performs the following functions: Air pollution, Firefighting services, Disaster Management, Municipal Abattoir, Municipal Health Services, Local Economic Development, Municipal Planning and Municipal Roads.

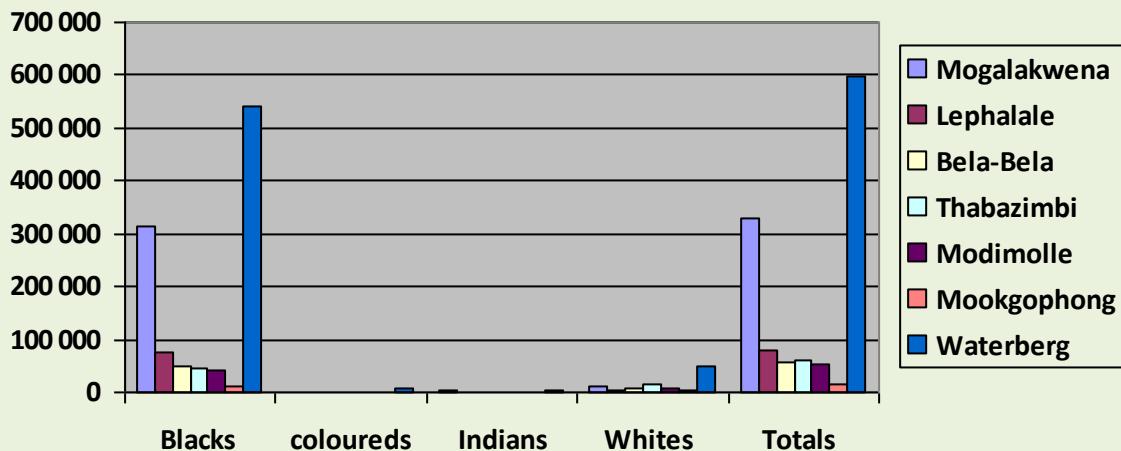
It is critical for the organogram to be aligned to the IDP in order to allocate resources that can enable it to perform its legislative mandate. Attached as appendix on powers and functions.

Demographics

According to the 2007 Community Survey, the population across the six municipalities was 596 087 451. The figures of 2001 Census are still used but are no longer relevant since a lot demographics changed. The 2011 Census result will be appropriate when planning is done in 2012/13.

	Blacks	Coloureds	Indians	Whites	Total
Bela-Bela	47 365	1 025	50	7 404	55 844
Lephalale	75 352	9	0	4 780	80 141
Modimolle	43 309	260	481	8 552	52 602
Mogalakwena	315 355	115	3 200	11 970	330 644
Mookgophong	13 123	21	98	3 578	16 820
Thabazimbi	45 947	283	103	13 703	60 036
Waterberg	540 451	7 717	3 932	49 987	596 087

Figure 1. Demographics



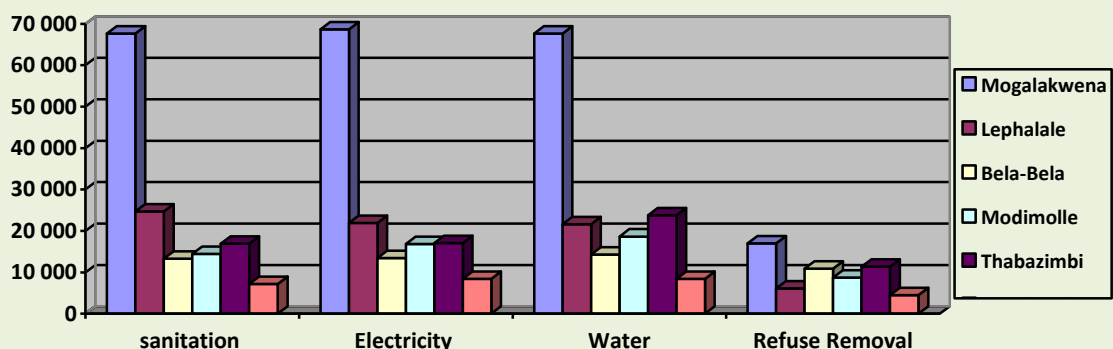
The district area is both a hot and semi-arid in nature. The rain falls mainly in January and December. There are a number of places and its biodiversity is a source of tourism attraction. Mogalakwena, Thabazimbi and Lephalale Municipalities as a result of mining activities have raised some environmental concerns. The District Municipality has a mandate to deal with air quality issues.

1.3. Service Delivery Overview.

The service delivery of the municipality is confined to the disaster management and firefighting services as mentioned. The local municipalities are responsible for providing basic services. The provision of basic services to households can be summarized as follows:

Municipality	Sanitation	Electricity	Water	Refuse Removal
Bela-Bela	13 290	13 490	14 290	10 883
Lephalale	24 725	21 950	21 644	6 126
Modimolle	14 480	16 874	18 654	8 743
Mogalakwena	67 639	68 636	67 639	16 977
Mookgophong	7 205	8 422	8 422	4 499
Thabazimbi	16 925	17 0916	23 776	11 393
Waterberg	75,5%	70,5%	94,4%	47,7%

Figure 2. Basic Services



Backlogs

Municipality	Sanitation	Electricity	Water	Refuse Removal
Bela Bela	18,6%	31,1 %	4,1%	23,8%
Lephalale	24,7%	23,6%	18,9%	74,2%
Modimolle	4,5%	36,7%	4,5%	44,8%
Mogalakwena	60%	0,9%	3,6 %	77,5%
Mookgophong	19,2%	30,8%	0,8%	41,4%
Thabazimbi	20%	54,2%	2,2%	52,3%

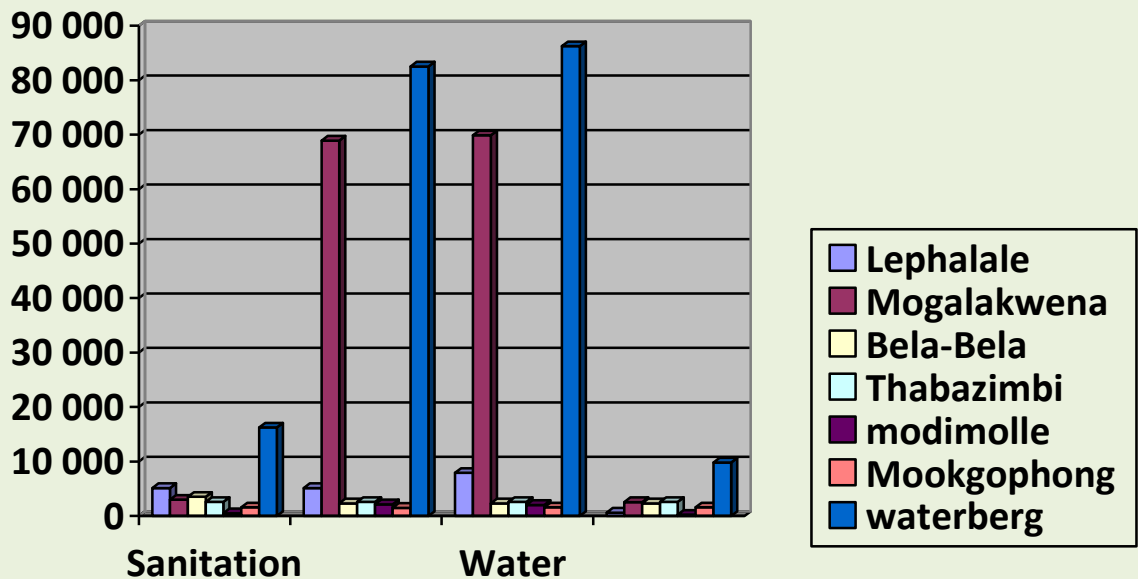
Waterberg	24,5%	29.5%	5,6%	52.3%
-----------	-------	-------	------	-------

The highest backlogs are recorded in Refuse Removal mainly because there are 198 villages in both Lephalale and Mogalakwena local municipalities.

Free Basic Services

Municipality	Sanitation	Electricity	Water	Refuse Removal
Bela-Bela	3 500	2 304	2 304	2 304
Lephalale	5 119	5 114	7 898	600
Modimolle	477	2 143	2 000	212
Mogalakwena	2 992	68 915	69 892	2 538
Mookgophong	1 579	1 472	1 579	1 579
Thabazimbi	2 579	2 579	2 579	2 579
Waterberg	16 246	82 527	86 252	9 812

Figure 3. Free Basic Services



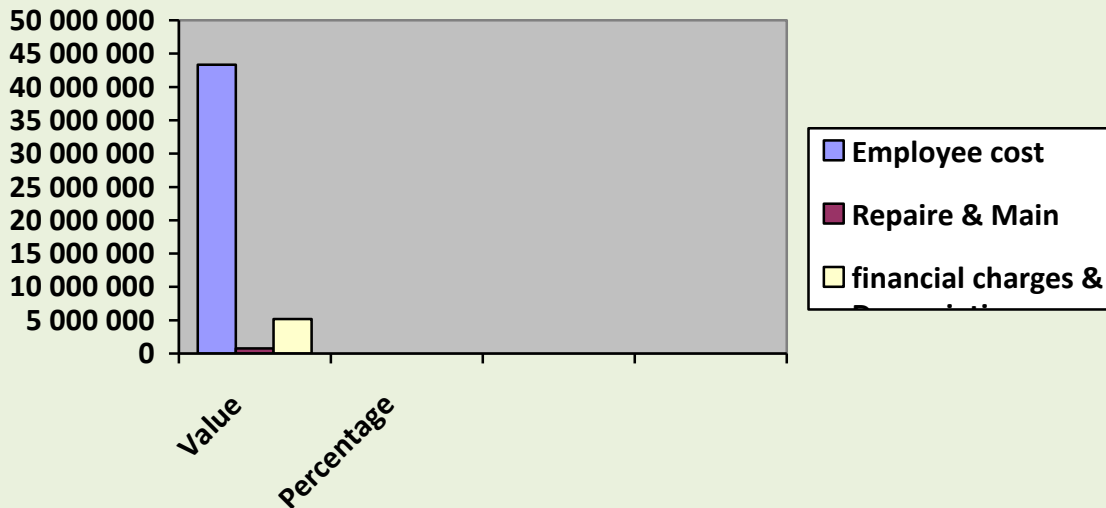
1.4. Financial Health Overview

WDM is grant dependent which makes it difficult to generate its own revenue. Its management of financial resources is showcased by its clean audit outcome. The internal control systems are used diligently and financial policies are strictly followed. The budget was R108 938 million.

Details	Original budget	Adjustments budget	Actual
Income :	R 108 938 372	R107 933 264	R107 861 509
Grants	R99 807 000	R99 957 570	R99 297 570
Investment Revenue	R7 900 000	R7900 000	R7 401 552
Other	R1 231 000	R75 372	R510 175
Subtotal	R 108 938 372	R107 933 264	R107 861
Less Expenditure	R113 209 000	R13 0010083	R108 284 697

Operating ratios		
Details		%
Employee cost	R43 351 405	40,2
Repairs and maintenance	R778 996	0,7%
Finance charges and depreciation	R5 163 869	4,8%

Figure 4. Operating ratios



The municipality has to devise ways and means of bringing the salaries and wages budget to the acceptable standard of 32 % failing which the core mandate of service delivery will be compromised seriously

1.5. Organisational Development Overview

The Human Resources Management part of organizational development is beginning to be felt in the municipal environment. As a result OD in its wide scope is still new and municipalities are beginning to appreciate its importance. As mentioned earlier, the PMS was not cascaded, a few People with Disabilities and accessibility of the building, diversity management and important topics such as emotional intelligence and organizational culture still need some attention.

1.6. Auditor General Report

Since Waterberg District Municipality was given a title of Clean Audit Ambassador in 2009, it has worked tirelessly to achieve the clean audit outcome .For the past financial year, WDM was able to achieve a clean audit even ahead of the target year of 2014. This rare success was caused by the fact that systems and internal controls do not only exist in name only but are also followed. Management also work as a team and issues of audit queries are addressed throughout the year and enjoy the support of the political leadership in striving to achieve and maintain a clean audit outcome. The Operation Clean Audit is a permanent item on the agenda of the Chief Financial Officers' FO Forum and the Municipal Managers' Forum.

1.7. Statutory Annual Report Process

No	Activity	Time frame
1	Consideration of the next financial year's Budget and IDP Process Plan except for the legislative content, the process plan should confirm in- year reporting formats to ensure that reporting and monitoring feeds seamlessly into Annual Report process at the end of the Budget/IDP implementation period	July
2	Implementation and monitoring of approved Budget and IDP commences(in- year financial reporting	
3	Finalise 4 th Quarter Report for previous financial year	
4	Submit draft Annual Report to Internal Audit and Auditor-General	
5	Audit/Performance Committee considers Draft Annual Report of Municipality	August
6	Mayor tables the unaudited Annual Report	
7	Municipality submits draft Annual Report including consolidated Annual Financial Statements and Performance Report to Auditor General	
8	Annual Performance Report as submitted to Auditor General to be	

	provided as input to the IDP Analysis Phase	
9	Auditor General assesses draft Annual Report including consolidated Annual Statements and Performance data	November
10	Municipalities receive and start to address the Auditor General's Comments	
11	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor General's Report	
12	Audited Annual Report is made public and representations are invited	
13	Oversight Committee/ Municipal Public Accounts Committee assesses Annual Report	
14	Council adopts Oversight Report	March
15	Oversight Report is made public	
16	Oversight Report is submitted to Provincial Departments	
17	Commence of draft Budget/IDP finalization for next financial year: Annual Report and Oversight Report to be used as input	January

INTRODUCTION TO GOVERNANCE

Waterberg District Municipality is a category C municipality and has an Executive Mayoral System. The Council comprises of 35 councillors of which 5 are indirectly elected and 3 traditional leaders. The majority of the councillors are the ANC's whilst the minority is the DA and Freedom Front.

Throughout the year, the Municipal Manager as the head administration played his role in terms of section 55 of the Municipal Systems Act. Amongst many of his roles, the Municipal Manager was able to advise the political structures and political office bearers of the municipality and also carried out the decisions of the political structures and the political office bearers of the municipality. It is the responsibility of the Municipal Manager to advise council to take decisions which in line with legislation and policies of the municipality.

The IDP review was used as main public participation tool which was used to lure the communities to participate in the affairs of the municipality. The IDP Representative Forums were convened by the Office of the Municipal Manager but chaired by the Executive Mayor or her representative. The Ordinary Council meetings and the Portfolio were organized throughout the year and were chaired by the Mayoral Committee Members and eventually reported to the Mayoral Committee and the Council.

During the year under review, the Municipal Manager had also convened the Municipal Managers Forum which forum is attended by the local municipality municipal managers and the senior managers of the 12 sector departments within the district. As a technical committee it prepared reports which ultimately find their way in the District Intergovernmental Relations Forum. This forum also served as preparation of the Provincial IGR Forum where Executive Mayors reported and EXCO Lekgotla Decisions are discussed and implemented. Many of the issues which are discussed in the Premier Mayors owe their existence to the Min-Mec Meetings. The visit of the NCOP happened in April 2012 and was meant to heighten the issues of oversight and accountability.

The implementation of the Performance Management System also serves as tool which is used to hold the Senior Managers accountable for their performances. The Municipal Manager himself assessed his Senior Managers and was himself assessed by the Executive Mayor. The IDP Representative Forum is used to report the performance of the council to the community, Over and above all these, the Executive Mayor had also convened her izimbizos reported back to the community as to all matters of service delivery. To improve on the effectiveness of the process, after every imbizo, the Office of Executive Mayor drafted a follow up programme on all the issues that were raised at the izimbizos.

COMPONENT A

POLITICAL AND ADMINISTRATIVE GOVERNANCE

2.1 POLITICAL GOVERNANCE

Section 52 (a) of the Municipal Finance Management Act provides that the Mayor must provide general political guidance over the fiscal and financial affairs of the Municipality. The Mayoral Committee is also established in terms of Section 79 of the Municipal Structures Act. Section 80 committees namely Budget and Treasury Office, Transformation and Administration, Infrastructure Development, Planning and Economic Development, Special Projects and Community Committees are chaired by the Mayoral Committee members.

Municipal Public Accounts Committee comprising of 10 members was established to play an overall oversight role and work closely with the Performance Audit Committee and the Audit Committee.

POLITICAL STRUCTURE

Picture



Executive Mayor
Cllr NR Mogotlane

Picture

Speaker
Cllr MAD Monama

Chief whip
NS Morumudi
Mayoral Committee

Cllr SM Molekwa
Cllr BS Mhlanga
Cllr M Mogotsi
Cllr KS Lamola
Cllr KJ Baloyi
Cllr ML Moremi
Cllr RZ Moeletsi

Section 80 Committees

Social Development : Chairperson : Cllr BS Mhlanga
Members : Cllrs DP Motlouneng, MJ Selokela, FM Masalesa, MJ Sekhu
and Kgosht TP Matlala

Infrastructure Development : Chairperson : Cllr KS Lamola
Members : Cllrs RN Monene, NG Mojela, AF Basson and LN Ngwetjana

Budget and Treasury: Chairperson : Cllr KJ Baloyi
Members : Cllrs MH Ledwaba, LJ Lebelo, PA Scruton and AR Ramohale.

Planning & Economic Development: Chairperson : Cllr SM Molekwa
 Members :Cllrs MM Moseamedi, ME Manganyi, JJ Abrie and Kgoshi PD Seleka

Community Services : Chairperson : Cllr RZ Moeletsi
 Members : Cllrs MP Nyamah, RI Mahlaela, GB Koadi, and RM Radebe

Transformation and Administration : Chairperson : ML Moremi
 Members : Cllr LC Kganyago, SC Sikwane, LS Manamela, and NS Morumudi

Special Projects : Chairperson : MMA Mogotsi
 Members : Cllrs NM Sethoga, RLR Monoa, MD Phokela and Kgoshi MS Ledwaba

POLITICAL DECISION MAKING

Council had met 5 times during the financial year under review and 3 special council meetings were convened. A total number of 54 Council resolutions were taken of which 48 were implemented successfully and Portfolio Committee meetings.

Mayoral Committee	Ordinary Council	Special Committee	Special Council Meeting
July	22 September 2011		08 July 2011
08 December 2011	08 December 2011		25 August 2011
	29 February 2012	February 2012	13 January 2012
29 March 2012	29 March 2012	28 March 2012	
31 May 2012	31 May 2012		

Some special Council of the decisions were on the tabling of the IDP/Budget/SDBIP and the Adjustments budget.

2.2 ADMINISTRATIVE GOVERNANCE

In terms of section 54A of the Municipal Systems Amendment Act, the Municipal Manager is appointed as the Accounting Officer.



MV Letsoalo

Municipal Manager:

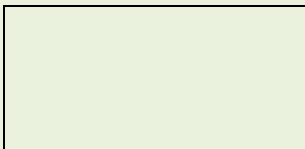
Municipal Manager's Office comprises of 3 divisions namely Strategic Planning and Support, Disaster Management & Firefighting, and Internal Audit.



Nadine Laubscher

Chief Financial Officer : Budget and Treasury Office comprises of 3 divisions namely Supply Chain Management, Revenue Management, Reporting and Expenditure Management Divisions

Picture



MS Mathunyane

Manager : Infrastructure Development . The department comprises of 2 Divisions namely: Capital Programme & Road Maintenance



M Moatshe

Manager: Planning & Economic Development : The department comprises of 2 divisions namely Municipal Planning, Local Economic Development and Abattoir.

Picture

ML Mokonyane

Manager: Social Development and Community Development : The department comprises of 2 divisions namely Municipal Health and Environmental Management.



P Makondo

Manager in the Office of the Executive Mayor: The department comprises of 2 Divisions namely Intergovernmental Relations and Protocol, Public Participation and Council Committees.



OP Sebola

Acting Manager: Corporate Support & Shared Services: The Department comprises of 3 divisions namely Human Resources Management, Information and Communication Technology and Administration and Legal.

COMPONENT B

INTERGOVERNMENTAL RELATIONS

DISTRICT INTERGOVERNMENTAL RELATIONS FORUM

Waterberg District Municipality is the co-ordinator of the Intergovernmental Relations in the district. An IGR framework was adopted in 2007 -which framework was used to give effect to the Intergovernmental Relations Framework Act. The Technical Committee of Senior Managers of Sector Departments and Municipal Managers meet at least once a quarter and prepare reports which must be submitted to the Premier –Mayors Forum. Attendance was a serious challenge at the beginning but improved towards the end of the year.

To enhance the effectiveness of the DIGF Waterberg District Municipality visited Mopani District Municipality in May 2012 with a view of learning some best practices. Some

PROVINCIAL INTERGIVERMENTAL RELATIONS FORUM

The Province has created the Premier Mayors Forum which meets at least twice year. All 32 Mayors and the Municipal Managers and the Senior Managers meet and discuss issues of government. The District Mayors and the Municipal Managers are the ones who attended the abovementioned forum. The Executive Mayor

NATIONAL INTERGOVERNMENTAL STRUCTURE

Since South Africa is a unitary, all the spheres of government are expected to cooperate with one another in the spirit of cooperative government. This structures are helpful in that information and programmes are shared and alignment becomes the outcome of such efforts. All important decisions of the forum their voices and expression in the lower IGR structures.

In general the Senior Managers at the district level need to appreciate the importance of IGR by attending themselves. The tendency of sending Managers at lower levels and changing representation always has the tendency to compromise the objectives of the IGR Act. It is also important that sector departments should not only be present but must present reports to the Forum- which reports will show some of the IDP projects they are implementing.

COMPONENT C

PUBLIC ACCOUNTABILITY AND PARTICIPATION

In terms of section 15 of the Municipal Structures Act requires that a municipality must organize its administration to facilitate and promote a culture of accountability among its staff.

2.4 PUBLIC MEETINGS

Nature and purpose of a meeting	Date of event/meeting	Number of participating Municipal Councillors	Number of Community members attending	Number of participating Municipal Administrators	Dates and manner of feedback given to Community
1 st IDP Representative Forum : Adoption of Framework	16 September 2011	10	25	15	Approval done on 16 September 2011
Imbizo : Service delivery	23 October 2011				
2 nd IDP Representative Forum: Analysis Phase	29 November 2011	10	20	12	Inputs considered on 29 November 2011
	August 2011			5	
Imbizo					
IDP Representative Forum: Budget & IDP	25 May 2012	17	59	9	Inputs considered on 25 May 2012

2.5 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment criteria	Yes / No
Does the municipality have impact outcome, input and output indicators?	Yes
Does the IDP have priorities objectives, KPIs and development strategies ?	Yes
Does the IDP have multi- year targets	Yes
Are the above aligned and can they calculate into a	Yes

score?	
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to those of Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per 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 fourth quarter aligned submitted within stipulated time frames?	Yes

COMPONENT D

CORPORATE GOVERNANCE OVERVIEW

2.6 RISK MANAGEMENT

The Accounting Officer must ensure that the municipality has and maintains effective, efficient and transparent system of financial, risk management and internal control. Risk Management is a valuable tool which increases an institution's prospects of success through minimising negative outcomes and optimizing opportunities.

The municipality has reviewed its risk management policy in 2011 and the Audit Committee uses a risk based approach. A risk register entails a list of risks which senior managers should address. A risk management committee comprising of senior managers, divisional managers and an external chairperson is in place.

Risk	Activity	Rating
1	Lack of integrated IT Systems	High
2	Loss of assets	High
3	Fraud and corruption	High
4	Appointment of incompetent officials	High
5	Poor capital spending	High

2.7 ANTI-CORRUPTION AND FRAUD

Anti-corruption and fraud strategy was developed, reviewed in 2011 and is being implemented. The Service provider De loitte & Touche is running an anti- fraud hotline on behalf of the municipality. The vetting of SCM Officials goes a long way in reducing deviations which consequently helps the municipality to avoid irregular and unauthorized expenditures. No councilor is allowed to sit in the bid committees as prohibited by the Municipal Finance Management Act.

2.8 SUPPLY CHAIN MANAGEMENT

The Supply Chain Management Policy has been reviewed and is therefore in line with the MFMA Regulations. The Budget and Treasury Office is ensuring that the abovementioned be implemented without fear or favour. The 3 bid system is in place and the officials who sit in the committees have a fairly good understanding of the SCM processes and regulations. To reduce the possibility of fraud, SCM officials or members who sit in the tender committees have been vetted. The effective use of declaration of interest forms and regular reporting to Council on SCM Deviations is a necessary deterrent.

2.9 BY-LAWS

The Corporate Services has led a public participation process on the development of the by-laws since 2010. The delay of promulgation rests with COGHSTA and makes it difficult to enforce certain decisions- which decisions will lack legal force. Municipal Systems empowers municipal councils to pass and implement by-laws in order to improve their service of the communities within their areas of jurisdiction.

Newly developed	Revised	Public Participation conducted prior to the development of by laws (Yes or No)	Dates of Public Participation	By-laws Gazetted Yes or No	Date of Publication
Fire & Emergency	None	Yes	20 June 2010	Yes	29 August 2012

2.10. MUNICIPAL WEBSITE

The Information and Communication Technology is responsible for hosting the website with the assistance of SITA. In terms of the Municipal Systems Act a number of important documents must be put on the website which will also determine as to whether the website is user friendly, helpful and updated on a regular basis.

Documents published on the municipal website	Yes or No	Date of publication
Current annual and adjustments budget and all budget related documents	Yes	21 June 2012

All current budget related policies	Yes	21 June 2012
2010/11 Annual Report	Yes	29 March 2012
The 2011/12 Annual Report published or to be published	Yes	21 June 2012
All current performance agreements in terms of section 57(1) (b) and resultant scorecards	Yes	21 June 2012
All service delivery agreements of 2011/12	Yes	21 June 2012
All long term borrowing contracts	No	None
All quarterly reports tabled to Council All supply chain management contracts above a certain value	No	None None
Public Private Partnerships	No	None
Information statement listing all the assets over a prescribed value that have been disposed	No	None
Contracts to which subsection of 33 applies	No	None

2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

Waterberg District Municipality does not have a public satisfaction survey mechanism which can be used to assess the attitude of the community on the services it renders. This lack of mechanism makes it to be reactive and to rely too much on the Presidential and Premier hotlines.

Satisfaction Surveys undertaken in 2010/11 and 2011/12

Subject matter of survey	Survey method	Survey date	Number of people included in survey	Survey result indicating satisfaction or better %
Overall satisfaction with				
(a) Municipality	No	NA	NA	NA
(b) Municipality	No	NA	NA	NA

Service Delivery				
(c) Executive Mayor	No	NA	NA	NA
Satisfaction with				
Refuse collection	No	NA	NA	NA
Road Maintenance	No	NA	NA	NA
Electricity supply	No	NA	NA	NA
Water supply	No	NA	NA	NA
Sanitation	No	No	NA	NA
Information supplied by the municipality to the public	No	No	NA	NA
Consultation on municipal affairs	No	No	NA	NA

COMPONENT A

BASIC SERVICES

Waterberg District Municipality unlike the other district municipalities in the Province does not render any basic services. As a result of its lack of powers and function on these services, the role of the district municipality has been reduced to coordination of such services as water, electricity, sanitation and free basic services. Sporadically it is also assisting few municipalities in implementing basic services projects when finances permit.

Water

Service objectives	Outline Service Targets	2009/10		2010/11		2011/12	
		Target	Actual	Target	Actual	Target	Actual
Service indicators							
To coordinate and monitor infrastructure development for provision and access to basic services.							
% of households with access to water provision	Substantial increase of households with access to water provision	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

Employees

Job level	2010/11	2011/12			
	Employees No	Posts No	Employee No	Vacancies(Full time 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	0	0	0	0	0%
13-15	0	0	0	0	0%
16-18	0	0	0	0	0%
19-20	0	0	0	0	0%
Total	4	4	4	0	0%

Capital Expenditure: 2011/12: Financial Services

Capital Projects	2011/12				
	Original Budget	Adjustments	Actual	Variance	Total Project

		budget	performance		Value
Project A	R000	R000	R000	0%	R000
Project B	R000	R000	R000	0%	R000
Project C	R000	R000	R000	0%	R000
Project D	R000	R000	R000	0%	R000
Total	R000	R000	R000	0%	R000

Electricity

Service objectives	Outline Service Indicators	2009/10		2010/11		2011/12	
Service Indicators		Target	Actual	Target	Actual	Target	Actual
To coordinate and monitor infrastructure development for provision and access to basic services.							
Number of Electricity Forum held	Sustain consistent attendance of forum	4	4	4	4	4	4

Employees

	2010/11	2011/12			
Job level	Employees No	Posts No	Employee No	Vacancies(Full time 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	0	0	0	0	0%
13-15	0	0	0	0	0%
16-18	0	0	0	0	0%
19-20	0	0	0	0	0%
Total	4	4	4	0	0%

Operational expenditure

	2010/11	2011/12			
Details	Actual	Original budget	Adjustments budget	Actual	Variance to budget
Total Operational Revenue(excluding	R6 594 000	R1 449 000	R1 449 000	R1 499 000	0%

tarrifs)					
Expenditure :					
Employees	R1 910 061	R2 306 790	R22 41790	R2215346	4,1%
Repairs and maintenance	R3 295	R6 858	R6 858	R6 089	12,6%
Other	R4086747	R13 676 751	R18 556 757	R10 366 561	31,9%
Total operational expenditure	R6 000104	R15 990 399	R20 805 405	R12 608 497	26,8%
Net operational expenditure	(R53 407 04)	(R14 541 399)	R19 356 405	R12 608 497	14,6%

Capital Expenditure: 2011/12: Financial Services

	2011/12				
Capital Projects	Original Budget	Adjustments budget	Actual performance	Variance	Total Project Value
Project A	R1 000 000	R 1 000 000	R1 000 000	0%	R1 000 000
Project B	R2 000 000	R 2 000 000	R1 000 000	0%	R2 000 000
Total	R3 000 000	R3 000 000	R3 000 000	0%	R3 000 000

Sanitation

Service objectives	Outline Service Indicators	2009/10		2010/11		2011/12	
		Target	Actual	Target	Actual	Target	Actual
To coordinate and monitor infrastructure development for provision and access to basic services.							
Service targets	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

Employees

Job level	2010/11	2011/12			
	Employees No	Posts No	Employee No	Vacancies(Full time 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	0	0	0	0	0%
13-15	0	0	0	0	0%
16-18	0	0	0	0	0%

19-20	0	0	0	0	0%
Total	4	4	4	0	0%

Operational budget

	2010/11	2011/12			
Details	Actual	Original budget	Adjustments budget	Actual	Variance to budget
Total Operational Revenue(excluding tariffs)	R 659400	R1 449 000	R1 449 000	R1 449 000	0%
Expenditure :					
Employees	R1910061	R 2 306 790	R2 241 790	R2 215 346	4,1%
Repairs and maintenance	R3 295	R6 858	R6 858	R6 089	12,6%
Other	R408647	R13 676 751	R18 556 757	R10 366 561	31,9%
Total operational expenditure	R6 000104	R15 990 399	R20 805 405	R12 587 997	26,8%
Net operational expenditure	(R534 0704)	(R14 541 399)	R19 356 405	R12 587 997	14,6%

Expenditure : 2011/12: Financial Services

	2011/12				
Capital Projects	Original Budget	Adjustments budget	Actual performance	Variance	Total Project Value
Project A	R3 000 000	R 3 000 000	R3 000 000	0%	R3 000 000
Total	R3 000 000	R3 000 000	R3 000 000	0%	R3 000 000

COMPONENT B

ROAD TRANSPORT

Service objectives	Outline Service Targets	2009/10		2010/11		2011/12	
		Target	Actual	Target	Target	Target	Actual
Service indicators							
To coordinate and monitor infrastructure development for provision and access to basic services.							
Number of jobs created through EPWP	Proportionate increase in job opportunities	-	-	70	85	90	120
To coordinate and monitor infrastructure development for provision and access to basic services.							
Number of MIG Forum held	Consistent coordination of MIG Forum	4	4	4	4	4	4

Employees Financial Services

Job level	2010/11	2011/12			
	Employees No	Posts No	Employee No	Vacancies(Full time 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	0	0	0	0	0%
13-15	0	0	0	0	0%
16-18	0	0	0	0	0%
19-20	0	0	0	0	0%
Total	4	4	4	0	0%

Operational Expenditure : 2011/12 : Financial Services

	2010/11	2011/12			
Details	Actual	Original budget	Adjustments budget	Actual	Variance to budget
Total Operational Revenue(excluding tariffs)	R6 594000	R1 449 000	R1 449 000	R1 449 000	0%
Expenditure :					
Employees	R1 910 061	R 2 306 790	R2 241 790	R2 215 346	4,1%
Repairs and maintenance	R6 500	R6 858	R6 858	R6 089	12,6%
Other	R408 6747	R13 676 751	R18 556 757	R10 366 561	31,9%
Total operational expenditure	R6 000104	R15 990 399	R20 805 405	R12 587 997	26,8%
Net operational expenditure	(R534 0704)	(R14 541 399)	R19 356 405	R12 587 997	14,6%

Capital Expenditure: 2011/12: Financial Services

	2011/12				
Capital Projects	Original Budget	Adjustments budget	Actual performance	Variance	Total Project Value
Project A	R2 200 000	R4 595 734	R2 455 012	53,4%	R2 200 000
Project B	R1 500 000	R3 319 637	R2 096 512	63,2%	R1 500 000
Project C	R1 500 00	R4 199 634	R2 523 283	60,1%	R1500 000
Total	R5 200 000	R12 115 005	R7 074 807	58,3%	R5 200 000

COMPONENT C

PLANNING AND DEVELOPMENT

3.10. Planning objectives taken from IDP

		Service targets				Actual Performance	
Service objectives	Outline Service Targets	2009/10		2010/11		2011/12	
		Target	Actual	Target	Actual	Target	Actual
Service indicators							
To ensure optimal utilisation of and adherence to space economy.							
Number of SDF projects implemented	Proportionate Increase in implementing SDF projects in 2009/10	1	1	1	1	1	1
To ensure optimal utilization of and adherence to space economy.							
Percentage of functional CTAs	Proportionate increase in functional CTAs	100%	100%	100%	80%	100%	90%
To ensure optimal utilization of and adherence to space economy.							
Number of publications made	Maintenance of Tourism publications	4	4	4	4	4	4

Employees Financial Services

Job level	2010/11	2011/12			
	Employees No	Posts No	Employee No	Vacancies(Full time equivalents) No	Vacancies(as a % of total posts) %
0-3	4	4	4	0,43	1,5%
4-6	3	3	3	0	0%

7-9	2	2	2	0	0%
10-12	0	0	0	0	0%
13-15	10	10	10	0	0%
16-18	0	0	0	0	0%
19-20	8	8	8	0	0%
Total	27	27	27	0,43	1,5%

Operational Expenditure: 2011/12 : Financial Services

Details	2010/11	2011/12			
	Actual	Original budget	Adjustments budget	Actual expenditure	Variance to budget
Total Operational Revenue (excluding tariffs)					
Expenditure :					
Employees	R3 112 714	R3 564 131	R3 564 131	R3 263 748	9,2 %
Repairs and maintenance	R2 448	R2 950	R2 950	R3 446	14,4%
Other	R5 940 065	R 4 551 919	R5 794 132	R2 329 675	95,4%
Total operational expenditure	R9 055227	R8 119 000	R9 361 213	R5 596 869	45,1%
Net operational expenditure	(R8330784)	R8 119 900)	R9 361 213	R5 590 249	45,3%

Capital Expenditure : 2011/12: Financial Services

Capital Projects	2011/12				
	Original Budget	Adjustments budget	Actual expenditure	Variance	TotalProject Value
Project A	R1 000 000	R931 686	R613 177	63,1%	R1 000 000
Project B	R100 000	R60 540	R60 540	0%	R1 000 000
Total	R1 100 000	R992 226	R673 717	65,1%	R1100 000

3.11. Local Economic Development taken from IDP

Service objectives	Outline Service Targets	2010/11		2011/12	
		Target	Actual	Target	Actual
Service indicators					
To ensure optimal utilization of and adherence to space economy.					

Number of Jobs created	Steady increase in job opportunities	40	40	30	255
------------------------	--------------------------------------	----	----	----	-----

Employees Financial Services

Job level	2010/11	2011/12			
	Employees No	Posts No	Employee No	Vacancies(Full time equivalents) No	Vacancies(as a % of total posts) %
0-3	1	1	0	0	0%
4-6	2	2	0	1	0%
7-9	0	0	0	0	0%
10-12	0	0	0	0	0%
13-15	0	0	0	0	0%
16-18	0	0	0	0	0%
19-20	0	0	0	0	0%
Total	3	3	0	0	0%

Operational Expenditure : 2011/12 : Financial Services

Details	2010/11	2011/12			
	Actual	Original budget	Adjustments budget	Actual	Variance to budget
Total Operational Revenue(excluding tariffs)					
Expenditure :					
Employees	R3 112 714	R3 564 131	R3 564 131	R3 263 748	9,2%
Repairs and maintenance	R2 448	R2 950	R2 950	R3 446	14,4%
Other	R2 891 855	R 4 551 919	R5 794 132	R2 329 675	95,4%
Total operational expenditure	R 6 087 462	R8 119 00	R9 361 213	R5 596 869	45,1%
Net operational expenditure	(R6 087 462)	(R8 119 900)	R9 361 213	R5 590 249	45,3%

Capital Projects	2011/12				
	Original Budget	Adjustments budget	Actual performance	Variance	Total Project Value
Project A	R450 000	R849 256	R29 890	3,51%	R450 000

Project B	R170 000	R170 000	R170 000	0%	R170 000
Project C	R200 000	R200 000	R123 934	61,3%	R200 000
Project D	R1 000 000	R1 000 000	R881 055	88%	R1000 000
Total	R1 820 000	R 2 219 256	R1 204 879	11,9	R1 820 000

COMPONENT D

MUNICIPAL SERVICES

Service objectives	Outline Service Targets	2010/11		2011/12		2012/13	
		Target	Actual	Target	Actual	Target	Actual
To coordinate and monitor resource management and infrastructure development for provision of access to basic services	Not applicable	Not applicable	0	0	0	0	0
To coordinate and monitor resource management and infrastructure development for provision of access to basic services	Not applicable	Not applicable	0	0	0	0	0
To coordinate and monitor resource management and infrastructure development for provision of access to basic services	Not applicable	Not applicable	0	0	0	0	0

To coordinate and monitor resource management and infrastructure development for provision of access to basic services	Not applicable	Not applicable	0	0	0	0	0

Employees Financial Services

Job level	2010/11	2011/12			
	Employees No	Posts No	Employee No	Vacancies(Full time equivalents) No	Vacancies(as a % of total posts) %
0-3	0	0	0	0	0%
4-6	0	0	0	0	0%
7-9	0	0	0	0	0%
10-12	0	0	0	0	0%
13-15	0	0	0	0	0%
16-18	0	0	0	0	0%
19-20	0	0	0	0	0%
Total	0	0	0	0	0%

Operational Expenditure : 2011/12 : Financial Services

Details	2010/11	2011/12			
	Actual	Original budget	Adjustments budget	Actual	Variance to budget
Total Operational Revenue(excluding tariffs)	R000	R000	R000	R000	R000
Expenditure :	R000	R000	R000	R0000	R000
Employees	R000	R000	R000	R000	R000
Repairs and maintenance	R000	R000	R000	R000	R000
Other	R000	R000	R000	R000	R000
Total operational expenditure	R000	R000	R000	R000	R000
Net operational	R000	R000	R000	R000	R000

expenditure					
-------------	--	--	--	--	--

Capital Expenditure : 2011/12: Financial Services

Capital Projects	2011/12				
	Original Budget	Adjustments budget	Actual performance	Variance	Total Project Value
Project A	R000	R000	R000	R000	R000
Project B	R000	R000	R000	R000	R000
Project C	R000	R000	R000	R000	R000
Project D	R000	R000	R000	R000	R000
Total	R000	R000	R000	R000	R000

COMPONENT E

ENVIRONMENTAL PROTECTION

Service objectives	Outline Service Targets	2009/10		2010/11		2011/12	
		Target	Actual	Target	Actual	Target	Actual
Service indicators							
To coordinate and monitor infrastructure development for provision of access to basic services							
Percentage of water samples collected and analysed	Not applicable	0%	0%	0%	0%	0%	0%
Percentage of food samples collected and analysed	Not applicable	0%	0%	0%	0%	0%	0%
Number of health and hygiene awareness campaign	Not applicable	0	0	0	0	0	0
Percentage of funeral undertakers complying to standards	Not applicable	0%	0%	0%	0%	0%	0%

Employee's Financial services

Job level	2010/11	2011/12			
	Employees No	Posts No	Employee No	Vacancies(Full time equivalents) No	Vacancies(as a % of total posts) %
0-3	0	0	0	0	0%
4-6	0	0	0	0	0%
7-9	0	0	0	0	0%
10-12	0	0	0	0	0%
13-15	0	0	0	0	0%
16-18	0	0	0	0	0%
19-20	0	0	0	0	0%
Total	0	0	0	0	0%

Details	2010/11	2011/12			
	Actual	Original budget	Adjustments budget	Actual	Variance to budget
Total Operational Revenue(excluding tariffs)	R000	R000	R000	R000	R000
Expenditure :	R000	R000	R000	R0000	R000
Employees	R000	R000	R000	R000	R000
Repairs and maintenance	R000	R000	R000	R000	R000
Other	R000	R000	R000	R000	R000
Total operational expenditure	R000	R000	R000	R000	R000
Net operational expenditure	R000	R000	R000	R000	R000

Capital Expenditure : 2011/12: Financial Services

Capital Projects	2011/12				
	Original Budget	Adjustments budget	Actual performance	Variance	Total Project Value
Project A	R000	R000	R000	R000	R000
Project B	R000	R000	R000	R000	R000
Project C	R000	R000	R000	R000	R000
Project D	R000	R000	R000	R000	R000
Total	R000	R000	R000	R000	R000

COMPONENT F

HEALTH INSPECTION, FOOD AND ABBATOIR LICENSING AND INSPECTION

Service objectives	Outline Service Targets	2009/10		2010/11		2011/12	
		Target	Actual	Target	Actual	Target	Actual
Service indicators							
To coordinate and monitor infrastructure development for provision of access to basic services							
Percentage of water samples collected and analysed	Proportionate increase in water samples at 2010/11	90%	90%	80%	90%	90%	90%
Percentage of food samples collected and analysed	Proportionate increase in analysed food samples in 2010/11	80%	80%	80%	80%	80%	100%
Number of health and hygiene awareness campaign	Proportionate increase in awareness campaigns made in 2010/11	4	4	4	4	4	4
Percentage of funeral undertakers complying to standards	Proportionate reduction in undertakers who do not comply with standards in 2010/11	80%	80%	80%	80%	80%	85%

Employees Financial Services

Job level	2010/11	2011/12			
	Employees No	Posts No	Employee No	Vacancies(Full time equivalents) No	Vacancies(as a % of total posts) %
0-3	2	2	2	0	0%
4-6	7	7	7	0	0%

7-9	24	24	24	0,3	0,48%
10-12	0	0	0	0	0%
13-15	0	0	0	0	0%
16-18	0	0	0	0	0%
19-20	0	0	0	0	0%
Total	32	32	32	0	0%

Operational Expenditure : 2011/12 : Financial Services

Details	2010/11	2011/12			
	Actual	Original budget	Adjustments budget	Actual expenditure	Variance to budget
Total Operational Revenue(excluding tariffs)					
Expenditure :					
Employees	R1 457 747	R1 687 329	R1 683 329	R1 516 876	11,2%
Repairs and maintenance	R3 038	R4 326	R4 326	R 4 226	2,4%
Other	R1 094 954	R2 882 345	R2 783 079	R2 715 722	6,1%
Total operational expenditure	R2 554 841	R4 574 000	R4 470 734	R4 236 825	7,9%
Net operational expenditure	(R2 554 841)	(R4 574 000)	R4 479 734	R4 236 825	7,9%

Capital Expenditure : 2011/12: Financial Services

Capital Projects	2011/12				
	Original Budget	Adjustments budget	Actual expenditure	Variance	Total Project Value
Project A	R 1 750 000	R1 691 002	R1 691 002	3,4 %	R1 750 000
Project B	R50 000	R50 000	R50 000	0%	R50 000
Project C	R1 000 000	R535 684	R535 684	86,7%	R1 000 000
Project D	R50 000	R44 408	R44 408	0%	R50 000
Total	R2 850 000	R2 321 084	R2 321 084	22,8%	R2 850 000

COMPONENT G

SECURITY AND SAFETY

Service objectives	Outline Targets	Service	2010/11		2011/12		2012/13	
			Target	Actual	Target	Actual	Target	Actual
Service indicators								
Not applicable								
Not applicable	Not applicable	NA	NA	NA	NA	NA	NA	NA

Employees Financial Services

Job level	2010/11	2011/12			
	Employees No	Posts No	Employee No	Vacancies(Full time equivalents) No	Vacancies(as a % of total posts) %
0-3	NA	NA	NA	NA	NA
4-6	NA	NA	NA	NA	NA
7-9	NA	NA	NA	NA	NA
10-12	NA	NA	NA	NA	NA
13-15	NA	NA	NA	NA	NA
16-18	NA	NA	NA	NA	NA
19-20	NA	NA	NA	NA	NA
Total	-	-	-	-	-

Operational Expenditure : 2011/12 : Financial Services

Details	2010/11	2011/12			
	Actual	Original budget	Adjustments budget	Actual	Variance to budget
Total Operational Revenue(excluding tariffs)	NA	NA	NA	NA	NA
Expenditure :	NA	NA	NA	NA	NA
Employees	NA	NA	NA	NA	NA

Repairs and maintenance	NA	NA	NA	NA	NA
Other	NA	NA	NA	NA	NA
Total operational expenditure	NA	NA	NA	NA	NA
Net operational expenditure	NA	NA	NA	NA	NA

Capital Expenditure : 2011/12: Financial Services

Capital Projects	2011/12				
	Original Budget	Adjustments budget	Actual performance	Variance	Total Project Value
Project A	R75 000	R75 000	R75 000	0%	R75 000
Total	R75 000	R75 000	R75 000	0%	R75 000

FIREFIGHTING

Service objectives	Outline Service Targets	2009/10		2010/11		2011/12	
		Target	Actual	Target	Actual	Target	Actual
Service indicators							
To coordinate and monitor infrastructure development for provision and access to basic services							
Number of fire subcommittee meetings held	Initiate fire awareness campaigns in 2011/12	0	0	0	0	2	1
Number of fire campaigns conducted	Initiate fire awareness campaigns	0	0	0	0	2	1
Number of fire reports	Proportionate reduction in non - fire reporting incidences	0	0	0	0	2	1
% of building plans approved	Proportionate reduction in illegal buildings	0%	0%	0%	0%	100%	58,6%

Employees Financial Services

Job level	2010/11	2011/12			
	Employees No	Posts No	Employee No	Vacancies(Full time	Vacancies(as a % of total

				equivalents) No	posts) %
0-3	0	0	0	0	0%
4-6	2	2	2	0	0%
7-9	4	0	4	0	0%
10-12	0	0	0	0	0%
13-15	0	0	0	0	0%
16-18	0	0	0	0	0%
19-20	0	0	0	0	0%
Total	6	0	0	0	0%

Operational Expenditure : 2011/12 : Firefighting

Details	2010/11	2011/12			
	Actual	Original budget	Adjustments budget	Actual expenditure	Variance to budget
Total Operational Revenue(excluding tariffs)	R421 05	R000	R74 955	R74 955	100%
Expenditure :					
Employees	R281 402	R3 498 242	R3 498 242	R3 160 795	10,6%
Repairs and maintenance	R15 216	R420 000	R151 498	R268 501	56,4%
Other	R4708 066	R16 963 042	R14 773 526	R 14 993 970	13,1%
Total operational expenditure	R15 957 578	R20 881 284	R18 423 266	R18 423 266	13,3%
Net operational expenditure	(R15 957 578)	R20 881 284	R18 148 310	R2 732 973	86,91%

Capital Expenditure : 2011/12: Financial Services

Capital Projects	2011/12				
	Original Budget	Adjustments budget	Actual performance	Variance	Total Project Value
Project A	R100 000	R100 000	R96 875	3,1%	R100 000
Total	R100 000	R100 000	R96875	3,1%	R100 000

DISASTER MANAGEMENT

Service objectives	Outline Service Targets	2010/11		2011/12		2012/13	
		Target	Actual	Target	Actual	Target	Actual
Service indicators							
To coordinate and monitor infrastructure development for provision and access to basic							

services.							
Number of Disaster Management Campaigns conducted	Introduction of campaigns	0	0	0	0	2	0
Percentage of timeous submission of Annual Report	Submission of Annual Report	0	0	1	1	1	1
Number of disaster management risks conducted	Introduction of disaster management campaigns	0	0	0	0	2	0

Employees; Disaster Management

Job level	2010/11	2011/12			
	Employees No	Posts No	Employee No	Vacancies(Full time equivalents) No	Vacancies(as a % of total posts) %
0-3	1	1	1	0	0%
4-6	1	1	1	0	0%
7-9	0	0	0	0	0%
10-12	3	3	3	0	0%
13-15	0	0	0	0	0%
16-18	0	0	0	0	0%
19-20	0	0	0	0	0%
Total	5	5	0	0	0%

Operational Expenditure : 2011/12 : Financial Services

Details	2010/11	2011/12			
	Actual	Original budget	Adjustments budget	Actual	Variance to budget
Total Operational Revenue(excluding tariffs)					
Expenditure :					
Employees	R8 936 703	R11 308 503	R11 077 913	R10 454 309	8,2%

Repairs and maintenance	R8 456	R8 440	R8 440	8441	0,01%
Other	R37 294	R1 764 057	R2 044 647	R1 572 527	76,1%
Total operational expenditure	R10 822 910	R13 081 000	R13 131 000	R12 026 837	8,8%
Net operational expenditure	(R2 941 910)	R906 340	R4 777 000	R3 672 837	75,3%

Capital Expenditure : 2011/12: Financial Services

Capital Projects	2011/12				
	Original Budget	Adjustments budget	Actual expenditure	Variance	Total Project Value
Project A	R1 300 000	R1 166 010	R748 655	73,6%	R1300 000
Project B	R400 000	R360 000	R320 000	25%	R400 000
Project C	R3 800 000	R3 800 000	R1 631	232 885%	R3800 000
Project D	R800 000	R1 441 240	R846 435	5,5%	R800 000
Total	R6 300 000	R6 767 250	R1 916 721	229%	R6 300 000

ABATTOIR

Service objectives	Outline Service Targets	2010/11		2011/12		2012/13	
		Target	Actual	Target	Actual	Target	Actual
Service indicators							
To coordinate and monitor infrastructure development for provision and access to basic services.							
Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

Job level	2010/11	2011/12			
	Employees No	Posts No	Employee No	Vacancies(Full time equivalents) No	Vacancies(as a % of total posts) %
0-3	1	1	1	0	0%
4-6	1	1	1	0	0%
7-9	0	0	0	0	0%

10-12	3	3	3	0	0%
13-15	0	0	0	0	0%
16-18	0	0	0	0	0%
19-20	0	0	0	0	0%
Total	5	5	0	0	0%

Operational Expenditure : 2011/12 : Financial Services

Details	2010/11	2011/12			
	Actual	Original budget	Adjustments budget	Actual	Variance to budget
Total Operational Revenue(excluding tariffs)	-	R770 000	R770 000	R680 218	13,2%
Expenditure :					
Employees	R2 424 867	R2 587 003	R2 680 653	R2 468 732	4,8%
Repairs and maintenance	R8 456	R72 400	R93 550	R68 850	5,2%
Other	R37 294	R801 603	R838 098	R653 204	22,7%
Total operational expenditure	R3 018 937	R3 461 006	R3 612 301	R3 190 786	8,5%
Net operational expenditure	(R171 594)	R2 842 301	R2 842 301	R3 672 837	22,6%

Capital Expenditure : 2011/12: Financial Services

Capital Projects	Original Budget	Adjustments budget	Actual performance	Variance	Total Project Value
Project A	R1 246 773	R1 246 773	R853 392	46,1%	R1 500 000
Total	R1 246 773	R1 246 773	R853 392	46,1%	R1 500 000

COMPONENT H

SPORT AND RECREATION

Service objectives	Outline Service Targets	2010/11		2011/12		2012/13	
		Target	Actual	Target	Actual	Target	Actual
Service indicators							
To empower the community and instill a sense of ownership for development							
Not applicable	NA	NA	NA	NA	NA	NA	NA
Not applicable	NA	NA	NA	NA	NA	NA	NA

Employees Financial Services

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

Operational Expenditure : 2011/12 : Financial Services

Details	2010/11	2011/12			
	Actual	Original budget	Adjustments budget	Actual expenditure	Variance to budget

Total Operational Revenue(excluding tariffs)					
Expenditure :	R220 000	R230 000	R230 000	R230 000	0%
Employees					
Repairs and maintenance	R000	R000	R000	R000	R000
Other	R000	R000	R000	R000	R000
Total operational expenditure	R000	R000	R000	R000	R000
Net operational expenditure	R000	R000	R000	R000	R000

Capital Expenditure: 2011/12: Financial Services

Capital Projects	2011/12				
	Original Budget	Adjustments budget	Actual performance	Variance	Total Project Value
Project A	R400 000	R400 000	R384 958	3,9%	R400 000
Project B	R300 000	R300 000	R300 000	0%	R300 000
Project C	R150 000	R150 000	R122 309	22,7%	R150 000
Project D	R100 000	R100 000	R97 143	2,9%	R100 000
Total	R950 000	R950 000	R904 410	5,0%	R950 000

COMPONENT I

CORPORATE POLICY OFFICES AND OTHER SERVICES

The Executive and Council Policy taken from IDP

Service objectives	Outline Service Targets	2009/10		2010/11		2011/12	
		Target	Actual	Target	Actual	Target	Actual
Service indicators							
To develop and implement integrated management and governance systems.							
Number of Council Meetings held	Consistent attendance	4	4	4	5	4	8
Number of twinning agreements held	Implementation of Twinning Agreements	0	0	1	1	1	1
Percentage of Council Resolutions implemented within time frame	Increment of Council implementation	80%	90%	90%	80%	90%	80%
Number of Speakers Forum meetings held	Proportionate increase of forum	4	2	4	3	4	4

Employees Financial Services

Job level	2010/11	2011/12			
	Employees No	Posts No	Employee No	Vacancies(Full time equivalents) No	Vacancies(as a % of total posts) %
0-3	3	3	3	0,8	26,7%
4-6	5	3	3	0%	0%
7-9	3	2	2	0	0%
10-12	0	0	0	0	0%
13-15	0	0	0	0	0%
16-18	0	0	0	0	0%

19-20	0	0	0	0	0%
Total	11	8	0	0	0%

Operational Expenditure : 2011/12 : Financial Services

Details	2010/11	2011/12			
	Actual	Original budget	Adjustments budget	Actual expenditure	Variance to budget
Total Operational Revenue(excluding tariffs)					
Expenditure :					
Employees	R3 464 815	R4 753 604	R5 095 445	R4 200 704	13,2%
Repairs and maintenance	R78 977	R77 643	R100 238	R96 315	19,4%
Other	R4 950 145	R5 615 887	R7 264 704	R6 805 449	17,4%
Total operational expenditure	R12 328 480	R14 850 829	R17 699 970	R16 070 858	7,6%
Net operational expenditure	(R12 320 890)	(R14 850 829)	R 17 699 970	R16 070 858	7,6%

Capital Expenditure : 2011/12: Financial Services

Capital Projects	2011/12				
	Original Budget	Adjustments budget	Actual performance	Variance	Total Project Value
Project A	R1 000 000	R1 529 022	R1 488 906	32,8%	R1 000 000
Project B	R100 000	R100 000	R83 069	20,4%	R100 000
Project C	R400 000	R400 000	R384 958	3,9%	R400 000
Project D	R300 000	R300 000	R265 156	13,1%	R300 000
Total	R1 800 000	R2 329 022	R2 222 089	19,0%	R1 800 000

Financial Service Policy objectives taken from IDP

Service objectives	Outline Service Targets	2009/10		2010/11		2011/12	
		Target	Actual	Target	Actual	Target	Actual
Service indicators							
To improve and sustain financial viability							
Number of MFMA S71 Reports submitted on time	Proportion reduction in procuring service outside the district	12	12	12	12	12	12
Percentage of capital budget variance in terms of SDBIP	Proportionate increase of budget variance	100%	66%	100%	48,1%	100%	58,55%
Percentage of cost coverage	Proportionate increase in cost coverage of 2010/11	100%	305%	100%	133%	100%	242%
Percentage of timeous submission of IDP/Budget	Reduce possibilities of late approval of the IDP/Budget in 2011/12	100%	100%	100%	100%	100%	100%

Employees Financial Services

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

Operational Expenditure : 2011/12 : Financial Services

Details	2010/11	2011/12			
	Actual	Original budget	Adjustments budget	Actual expenditure	Variance to budget
Total Operational Revenue(excluding tariffs)					
Expenditure :					
Employees	R 5 504 134	R5 982 282	R5 599 929	R5 217 194	14,7%
Repairs and maintenance	R14 286	R14 546	R14 000	R15 050	3,3%
Other	R2 270 066	R4 320 201	R3 876 171	R2 799 812	54,3%
Total operational expenditure	R7 788 487	R10 317 029	R9 490 1000	R8 032 058	28,4%
Net operational expenditure	R8 598 526	R8 439 971	R8 602 267 25	R8 813 7011	102,45%

Capital Expenditure : 2011/12: Financial Services

Capital Projects	2011/12				
	Original Budget	Adjustments budget	Actual performance	Variance	Total Project Value
Project A	R2 000 000	R8 273 639	R4 375 100	54,3%	R 2 000 000
Total	R2 000 000	R8 273 639	R4 375 100	54,3%	R2 000 000

Human Resource Services Policy Objectives taken from IDP

Service objectives	Outline Service Targets	2010/11		2011/12		2012/13	
		Target	Actual	Target	Actual	Target	Actual
Service indicators							
To attract, develop and retain best human capital							
Percentage of budgeted posts filled	Proportionate increase in filling vacancies	100%	80%	100%	85%	100%	94%
Percentage of people employed in the 3 highest levels of the management	Empowerment of target groups	95%	95%	95%	95%	95%	95%

in compliance with the EE Plan							
Percentage of training budget spent on actual training	Improvement on scarce skills	100%	100%	100%	100%	100%	95%
Number of OHS meeting held	Consistent OHS checks	0	0	4	2	4	2

Employees Human Resources

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

Operational Expenditure : 2011/12 : Corporate Services

Details	2010/11	2011/12			
	Actual	Original budget	Adjustments budget	Actual	Variance to budget
Total Operational Revenue(excluding tariffs)					
Expenditure :					
Employees	R5 265 200	R6 754 699	R7 001 860	R6 414 045	5,3%
Repairs and maintenance	R346 116	R346 085	R419 500	R404 488	14,4%
Other	R6 635 220	R11 698 879	R12 187 794	R7 862 083	48,8%
Total operational expenditure	R12 246 538	R18 799 663	R19 609 154	R14 680 625	28,1%

Net operational expenditure	(R12 064 835)	(R18 701 252)	R19 396 673	R14 680 625	27,3%
------------------------------------	----------------	---------------	-------------	-------------	-------

Capital Expenditure : 2011/12: Financial Services

	2011/12				
Capital Projects	Original Budget	Adjustments budget	Actual performance	Variance	Total Project Value
Project A	R100 000	R100 000	R96 875	3,2%	R100 000
Total	R100 000	R100 000	R96 875	3,2%	R100 000

ICT Service Policy Objectives taken from the IDP

Service objectives	Outline Service Targets	2010/11		2011/12		2012/13	
		Target	Actual	Target	Actual	Target	Actual
Service indicators							
To develop and implement integrated management and governance systems							
Number of District ICT Forum held	Proportionate attendance increase in forum	4	4	4	4	4	6
% of uptime of network	Proportionate increase network availability	-	-	-	-	90%	90%
% of ICT Disaster Recovery Plan implemented	Proportionate increase in implementation of ICT Recovery Plan	-	-	100%	30%	65%	40%
% of EHPs logged responded to	Proportionate improvement on ICT responses	-	-	-	-	100%	100%

Employees Financial Services

Job level	2010/11	2011/12			
	Employees No	Posts No	Employee No	Vacancies(Full time equivalents) No	Vacancies(as a % of total posts) %
0-3	0	0	0	0	0%
4-6	2	2	2	0	0%
7-9	1	1	1	0	0%
10-12	0	0	0	0	0%
13-15	0	0	0	0	0%
16-18	0	0	0	0	0%
19-20	0	0	0	0	0%
Total	3	3	3	0	0%

Operational Expenditure : 2011/12 : Financial Services

Details	2010/11	2011/12			
	Actual	Original budget	Adjustments budget	Actual	Variance to budget
Total Operational Revenue(excluding tariffs)					
Expenditure :					
Employees	R5 265 200	R6 754 699	R7 001 860	R6 414 045	5,3%
Repairs and maintenance	R346 116	R346 085	R419 500	R404 488	14,4%
Other	R6 635 220	R11 698 879	R12 187 794	R7 862 083	48,8%
Total operational expenditure	R12 246 538	R18 799 663	R19 609 154	R14 680 625	28,1%
Net operational expenditure	R12 064 835	R18 701 252)	R19 396 673	R14 680 625	27,3%

Capital Expenditure : 2011/12: Financial Services

Capital Projects	2011/12				
	Original Budget	Adjustments budget	Actual expenditure	Variance	Total Project Value
Project A	R 1 103 000	R1 103 000	R826 586	33,4%	R1 103 000
Project B	R 1 700 000	R1 700 000	R000	0%	R1 700 000
Total	R2 803 000	R2 803 000	R826 586		R2 803 000

Property, Legal , Risk Management and Procurement Services Policy objectives taken from IDP

Service objectives	Outline Service Targets	2010/11		2011/12		2012/13	
		Target	Actual	Target	Actual	Target	Actual
Service indicators							
To develop and implement integrated management and governance system							
Percentage of legal opinion drafted internally	Proportionate increase in internal legal opinions	30%	0%	30%	0%	50%	50%
Number of risk management meeting attended	Proportionate reduction in risks	-	-	4	2	4	3
Percentage of tenders adjudicated within 90 days of closure of tender	Proportionate Reduction in turnaround time	-	-	100%	100%	100%	100%
Percentage of redundant assets auctioned	Proportionate increase in asset disposal	-	-	-	-	100%	100%

Employees Corporate Services

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

Operational Expenditure : 2011/12 : Financial Services

	2010/11	2011/12			
Details	Actual	Original budget	Adjustments budget	Actual	Variance to budget
Total Operational Revenue(excluding tariffs)					
Expenditure :					
Employees	R5 265 200	R6 754 699	R7 001 860	R6 414 045	5,3%
Repairs and maintenance	R346 116	R346 085	R419 500	R404 488	14,4%
Other	R6 635 220	R11 698 879	R12 187 794	R7 862 083	48,8%
Total operational expenditure	R12 246 538	R18 799 663	R19 609 154	R14 680 625	28,1%
Net operational expenditure	R12 064 835	R18 701 252	R19 396 673	R14 680 625	27,3%

Capital Expenditure : 2011/12: Human Resources

	2011/12				
Capital Projects	Original Budget	Adjustments budget	Actual performance	Variance	Total Project Value
Project A	R000	R000	R000	R000	R000
Project B	R000	R000	R000	R000	R000
Total	R000	R000	R000	R000	R000

COMPONENT J

MISCELLANEOUS

Service objectives	Outline Service Targets	2009/		2011/12		2012/13	
		Target	Actual	Target	Actual	Target	Actual
Service indicators							
To develop and implement integrated management and governance systems							
% of Internal audit queries resolved	Proportionate reduction in internal audit queries	100%	100%	100%	100%	100%	80%
% of presidential hotline addressed	Proportionate reduction in hotline queries	-	-	100%		100%	83%
Number of Monitoring and Evaluation Forum held	Proportionate increase in PMS compliance	-	-	4	4	4	4
% of AG Audit queries addressed	Proportionate reduction of AG queries	100%	100%	100%	100%	100%	100%

Employees Office of the Municipal Manager

Job level	2010/11	2011/12			
	Employees No	Posts No	Employee No	Vacancies(Full time equivalents) No	Vacancies(as a % of total posts) %
0-3	3	3	3	0	0%
4-6	2	2	2	0	0%
7-9	1	1	0	0	0%
10-12	0	0	0	0	0%
13-15	0	0	0	0	0%
16-18	0	0	0	0	0%

19-20	0	0	0	0	0%
Total	6	6	6	0	0%

Operational Expenditure: 2011/12: Financial Services

Details	2010/11	2011/12			
	Actual	Original budget	Adjustments budget	Actual	Variance to budget
Total Operational Revenue(excluding tarrifs)					
Expenditure :					
Employees	R3 469 869	R4 329 375	R4 455 964	R4 078 017	6,2%
Repairs and maintenance	R4 981	R7 000	R7 5000	R5 051	38,6%
Other	R4 415 790	R2 615 511	R6 485 458	R4 479 865	41,6%
Total operational expenditure	R7 980 640	R6 951 886	R10 948 922	R8 562 934	18,8%
Net operational expenditure	(R6 129 062)	(R4 805 828)	R9 418 000	R7 150 231	32,8%

Capital Expenditure : 2011/12: Financial Services

Capital Projects	2011/12				
	Original Budget	Adjustments budget	Actual expenditure	Variance	Total Project Value
Project A	R1 662 000	R1 738 705	R 1 433 848	15,9%	R1 662 000
Project B	R1 000 000	R850 000	R323 576	209%	R1 000 000
Project C	R500 000	R500 000	R10 675	4 564%	R500 000
Project D	R150 000	R336 508	R79 824	87,9%	R150 000
Total	R3 312 000	R 3 425 213	R1 847 923	79,2%	R 3 312 000

COMPONENT K : ORGANISATIONAL PERFORMANCE SCORECARD

The municipality will report only on 20 Key Performance Indicators whilst the rest can be found on the SDBIP Appendix T

Table1: Budget and Treasury KPIs (Vote 1)

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Financial Viability – Improve and sustain financial viability																					
Budget and Reporting	M_179	Timeous submission of annual financial statements			100.00		1.00			NA		0.00	NA			NA	100.00	100.00	No actual	No actual	No actual
	M_188	% progress with the annual budget process	The 12/13 Budget was approved by council on 31 May 2012, the budget was completed 100% internally, converted to new Caseware program. Submitted to Treasury in 10 working days.		25.00		1.00			NA	75.00	150.00	5.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_189	# of SCM quarterly reports submitted y.t.d.	June 2011 submitted to September 2011 Council, September 2011 submitted to December 2011 Council, December 2011 report submitted to March 2012 Council & March 2012 report submitted to May 2012 Council. Also includes value added reports such as poor performance, long term contract, contract management, tender turnaround time & empowerment report.		1.00		1.00	2.00	2.00	3.00	3.00	2.00	1.50	4.00	4.00	3.00	0.00	4.00	4.00	0.00	NA

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_212	Number of accurate bank reconciliation reports submitted by the 10th of each month	June 2011 to June 2012 completed and approved within 5 working days. Reconciling items cleared on monthly basis.		3.00		1.00	6.00	6.00	3.00	9.00	9.00	3.00	12.00	12.00	3.00	12.00	12.00	12.00	0.00	0.00
	M_213	Number of MFMA S52 reports submitted on time y.t.d.	June 2011 submitted to September 2011 Council, September 2011 submitted to December 2011 Council, December 2011 report submitted to March 2012 Council & March 2012 report submitted to June 2012 FPC. Schedule C is also now attached (4 = June 2011, September 2011, December 2011 & March 2012)		1.00		1.00	2.00	2.00	3.00	3.00	3.00	3.00	4.00	4.00	3.00	4.00	4.00	4.00	0.00	0.00

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_214	Number of MFMA S71 reports submitted on time y.t.d.	June 2011 to May 2012 reports submitted within 10 working days. For National Treasury submit Appendix B format & for Provincial Treasury converted to Schedule C format with charts & for EM internal document with explanations. Submitting 3 different versions every month plus POE to verify.		3.00		1.00	2.00	2.00	3.00	9.00	9.00	3.00	12.00	12.00	3.00	12.00	12.00	12.00	0.00	0.00
	M_215	Number of MFMA S66 reports submitted on time y.t.d.	June 2011 submitted to September 2011 Council, September 2011 submitted to December 2011 Council, December 2011 report submitted to March 2012 Council & March 2012 report submitted to June 2012 FPC. Reports also include comparison with prior year comparative figures and explanations of variances.		1.00		1.00	2.00	2.00	3.00	3.00	3.00	3.00	4.00	4.00	3.00	4.00	4.00	4.00	0.00	0.00

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Actual	11/12	11/12	11/12	10/11
Budget and Reporting	M_216	Number of Monthly Finance Management Grant reports submitted within 10 working days of each month	June 2011 to May 2012 monthly FMG reports submitted within 10 working days. Also includes breakdown of commitments which is not required but ensures that our funds are not recalled. 10/11 roll over has been approved. No roll over for 11/12 due to regular monitoring of activity plan.		3.00		1.00	6.00	6.00	3.00	9.00	9.00	3.00	12.00	12.00	3.00	12.00	12.00	12.00	0.00	0.00
	M_217	Number of Monthly Municipal Systems Improvement Grant reports submitted	June 2011 to May 2012 monthly MSIG reports submitted within 10 working days. Also includes breakdown of commitments which is not required but ensures that our funds are not recalled. 10/11 roll over has been approved. No roll over for 11/12 due to regular monitoring of activity plan.		3.00		1.00	6.00	6.00	3.00	9.00	9.00	3.00	12.00	12.00	3.00	12.00	12.00	12.00	0.00	0.00

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Expenditure Management	M_01	Percentage Cost coverage	242% Surplus funds available at 31 May 2012 due to austerity measures on operating expenditure & additional interest on investments. The surplus was utilised to fund the 12/13 IDP. WDM thus does have sufficient cash to honour all our annual commitments, both capital & operating.		100.00		1.00	100.00	145.00	5.00	100.00	203.00	5.00	100.00	426.00	5.00	305.00	100.00	426.00	26.00	121.00
	M_177	Percentage operating budget variance per department YTD	BTO variance is 5% as at draft 30 June 2012 TB, negotiated reduced audit fees due to good internal controls.		10.00		1.00	10.00	8.59	4.35	10.00	11.74	1.57	10.00	15.00	1.00	19.85	10.00	15.00	0.00	-14.85
	M_184	R-value repairs and maintenance expenditure y.t.d. (related to BTO)	R 15,051 spent by BTO as at 30 June 2012 of total 11/12 budget of R 14,000, but over expenditure was funded from other savings in BTO opex.		3 500.00		1.00	7 000.00	7 486.00	3.00	10 500.00	10 112.00	3.00	14 000.00	15 051.00	3.00	0.00	14 000.00	15 051.00	051.00	NA

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline	Annual	Annual	Variance	Variance
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	10/11 Actual	11/12 Target	11/12 Actual	from Target 11/12	from 10/11
Expenditure Management	M_552	% Cost coverage	242% Surplus funds available at 31 May 2012 due to austerity measures on operating expenditure & additional interest on investments. The surplus was utilised to fund the 12/13 IDP. WDM thus does have sufficient cash to honour all our annual commitments, both capital & operating.			NA			NA	100.00	203.00	5.00	100.00	426.00	5.00	0.00	100.00	426.00	26.00	NA	
	M_561	% of progress on tabling of Adjustments Budget				NA			NA	100.00	150.00	5.00			NA	0.00	100.00	150.00	0.00	NA	
Revenue	M_180	R-value debtors outstanding as a Percentage of own revenue (Percentage outstanding service debtors to revenue - under 90 days)	R 15,051 spent by BTO as at 30 June 2012 of total 11/12 budget of R 14,000, but over expenditure was funded from other savings in BTO opex.		30.00	1.00	30.00	3.00	5.00	30.00	4.00	5.00	30.00	3.00	5.00	5.00	30.00	3.00	27.00	-2.00	

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Supply chain management	M_181	Percentage Tenders adjudicated within 90 days of closure of tender report per department	Tenders adjudicated within average of 68 days in Q2 vs required 90 days (as at 31 March 2012). One tender was re-advertised.		100.00		1.00	100.00	100.00	3.00	100.00	106.00	3.10	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_183	Percentage procurement from companies located in district area	80% of empowerment goal achieved above target for Wzterberg Local procurement as 12% was procured in Waterberg vs the 15% target as at March 2012. To be taken into account, majority is fire fighting projects for which service providers is not available in Limpopo, all in Gauteng. This can no longer be controlled by WDM as from December 2012 we score on BEE Accreditation, not preference profile.		15.00		1.00	15.00	48.00	5.00	15.00	14.42	2.94	15.00	15.00	3.00	62.00	15.00	15.00	0.00	-47.00
Supply chain management	M_192	Percentage empowerment goals achieved as identified in the SCM report	The 12/13 Budget was approved by council on 31 May 2012, the budget was completed 100% internally, converted to new Caseware program. Submitted to Treasury in 10 working days.		100.00		1.00	100.00	56.00	1.27	100.00	94.00	2.90	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline	Annual	Annual	Variance	Variance
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	10/11	Target	Actual	from Target	from
	M_243	Percentage orders issued within 10 working days of receipt of requisition	Average of 4 days on random sample selected vs required 10 days - April to June 2012		90.00		1.00	90.00	90.00	3.00	90.00	150.00	5.00	90.00	100.00	3.20	100.00	90.00	100.00	0.00	0.00
Good Governance and Public Participation – To develop and implement integrated management and governance systems																					
Asset Management	M_185	Percentage GRAP compliance (asset register)	FAR 100% GRAP compliant. All the exemptions granted on residuals, review of lifespan & impairment testing have been implemented 30 June 2011, one year in advance of due date. No audit queries, thus FAR 100% compliant and accurate.		100.00		1.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
Auditing	M_187	Percentage of AG audit queries related to department resolved	Resolved 3 out of 3 audit queries related to BTO. Also resolved 1 query for CSSS regarding signing of SLA for IFMS, BTO drafted & finalised this SLA.				NA	20.00	0.00	0W	60.00	67.00	3.19	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline	Annual	Annual	Variance	Variance
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	10/11 Actual	11/12 Target	11/12 Actual	from Target 11/12	from 10/11
	M_190	Number of risk meetings held	4 risk meetings held - 10 June 2011 , 9 March 2012, 26 April 2012 & 22 June 2012, annual risk review from IA and COGSHTA conducted in April 2012. CFO no longer chair, thus no longer my control, thus remove indicator.		1.00		1.00	2.00	1.00	1.50	3.00	2.00	1.50	4.00	4.00	3.00	4.00	4.00	4.00	0.00	0.00
	M_550	Unqualified Audit opinion					NA	100.00	100.00	3.00		100.00	NA		NA	0.00	100.00	100.00	0.00	NA	
	M_191	Percentage Council resolutions related to department implemented within timeframe	All resolution related to BTO issued in 11/12 has been resolved - 100% on 25 August 2011 (5/5), 22 September 2011 (4/4), 8 December 2011 (4/4), 13 January 2012 (1/1), 29 February 2012 (1/1), 29 March 2012 (5/5) & 31 May 2012 (2/2). Also assisted other dpts with resolution of their queries on attached resolution register for 11/12.		90.00		1.00	90.00	90.00	3.00	90.00	100.00	3.20	90.00	100.00	3.20	100.00	90.00	100.00	0.00	0.00

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Governance	M_193	Number of related Portfolio Committee meetings held	5 +1 meetings held to date: in July & 3 October & 9 November 2011 & 9 February 2012 & 23 April 2012 + 1 direct to Council in August 2011. Submitted 27 items to date, including previous Council requests, all on time plus 1 directly to August 2011 special council meeting, which is 10/11 roll over. Next meeting scheduled for 16 July 2012.		2.00		1.00	3.00	2.00	1.00	5.00	4.00	1.67	6.00	6.00	3.00	4.00	6.00	6.00	0.00	2.00
	M_194	Number of Departmental Staff Meetings convened	3 staff meetings held on 3 August & December 2011 & 3 February 2012. But issue work schedules with deadlines. Also submit weekly working schedules for whole department.		1.00		1.00	2.00	1.00	1.50	3.00	3.00	3.00	4.00	3.00	1.50	4.00	4.00	3.00	1.00	-1.00

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline	Annual	Annual	Variance	Variance
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	10/11 Actual	11/12 Target	11/12 Actual	from Target 11/12	from 10/11
Inter-governmental relations	M_197	Number CFO Forum meetings held	No meetings in quarter 1 - 3 due to Caseware implementation & Adj Budget & Budget. 1 meeting held on 23 April 2012. Assisted LMs telephonically and via e-mails with audit queries, GRAP implementation and discussed IFMS requirements and appointed Munsoft obo LMs, sat on short listings, compiled interview questions, chair of LLM Audit Committee. Compiled detailed financial recovery plans for Mookgophong & Thabazimbi.		1.00	1.00	1.00	2.00	1.00	1.50	3.00	1.00	1.00	4.00	4.00	3.00	1.00	4.00	4.00	0.00	3.00
Monitoring and Evaluation	M_582	# of SDBIP Reports submitted	One for each quarter.		2.00	1.00	2.00	2.00	1.00	3.00	3.00	3.00	4.00	4.00	3.00	0.00	4.00	4.00	0.00	NA	

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline	Annual	Annual	Variance	Variance
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Actual	Target	Actual	Actual	from Target
Policies and by-laws	M_202	Number of financial policies reviewed	7 policies are reviewed, comments of other departments during course of year have been considered. Some don't require adjustments, e.g. investment & virement. Some new policies will be developed in 12/13. Compiled policy register for whole of WDM for 11/12 & 12/13.				NA			NA	7.00	0.00	0W	7.00	7.00	3.00	7.00	7.00	7.00	0.00	0.00
Service Delivery – To coordinate and monitor infrastructure development for provision of access to basic services																					
	M_207	Number of contract management reports submitted	Reports compiled for 30 June, 30 September & 31 December 2011 & 31 March 2012. Includes all 08/09 & 09/10 & 10/11 open projects as well. Also compiled strategic tender template report. Implemented strict penalty paragraphs on all SLAs.		1.00		1.00	2.00	2.00	3.00	3.00	3.00	3.00	4.00	4.00	3.00	4.00	4.00	4.00	0.00	0.00

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline	Annual	Annual	Variance	Variance
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	10/11 Actual	11/12 Target	11/12 Actual	from Target 11/12	from 10/11
Project Management	M_551	Number of Project Status Reports submitted year to date	10 reports submitted to date at 30 June 2011, the roll over project status report as at 25 August 2011, 15 September 2011, 30 September, 24 October & 31 December 2011, 22 February, 31 March 2012, 31 May & 30 June 2012. Managers' proj status reports were reworked to individual reports for every portfolio. Prepared separate updated project status report for management meetings. Portfolios are no longer held monthly, targets to be revised.		3.00		1.00	6.00	6.00	3.00	9.00	8.00	2.80	12.00	12.00	3.00	0.00	12.00	12.00	0.00	NA

Table 1: Office of the Municipal Manager KPIs (Vote 2)

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance ¹ from Target 11/12	Variance ² from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Financial Viability – Improve and sustain financial viability																					
Budget and Reporting	M_02	Timeous adoption of budget	Budget adopted on 31 May 2012		25.00		1.00	25.00	25.00	3.00	75.00	75.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
Expenditure Management	M_01	Percentage Cost coverage	242% Surplus funds available at 31 May 2012 due to austerity measures on operating expenditure & additional interest on investments. The surplus was utilised to fund the 12/13 IDP. WDM thus does have sufficient cash to honour all our annual commitments, both capital & operating.		100.00		1.00	100.00	45.00	5.00	100.00	203.00	5.00	100.00	426.00	5.00	305.00	100.00	426.00	326.00	121.00

¹ Variance from Target 11/12 is calculated as follows: Annual Actual 11/12 – Annual Target 11/12

² Variance from 10/11 is calculated as follows: Annual Actual 11/12 – Baseline 10/11 Actual

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance ¹ from Target 11/12	Variance ² from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_08	(Total) Operational expenditure as a percentage of planned expenditure	12,6%	Reduce turnaround time of vacancies	20.00		1.00	35.00	31.41	2.83	70.00	85.69	4.39	100.00	94.14	2.90	0.00	100.00	94.14	-5.86	NA
	M_09	Capital expenditure as a Percentage of planned capital expenditure	61% of the projects were implemented	Implement forward planning	20.00		1.00	40.00	30.00	1.58	70.00	54.00	1.60	100.00	58.51	1.31	0.00	100.00	58.51	-41.49	NA
	M_176	Percentage MSIG utilization	Total amount of R 1 130 922 spent	None	25.00		1.00	50.00	50.00	3.00	75.00	76.00	3.02	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
Revenue	M_03	Percentage investor funding (R-value of Investments Funding Received / R-value of Total Revenue as Percentage)	No progress	Develop Finance Strategy			NA		NA			NA	2.00	0.02	1.01	0.00	2.00	0.02	-1.98	NA	
	M_05	Percentage of debt over 90 days	4 accounts still outstanding	Follow up on outstanding query	30.00		1.00	25.00	0.00	5.00	20.00	0.00	5.00	20.00	20.00	3.00	0.00	20.00	20.00	0.00	NA
Good Governance and Public Participation – To develop and implement integrated management and governance systems																					
Anti-corruption and fraud	M_12	Anti-fraud and corruption strategy implemented	No fraud or corruption cases were reported	None	100.00		1.00	100.00	00.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance ¹ from Target 11/12	Variance ² from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Auditing	M_04	Unqualified Audit opinion		10			NA	100.00	00.00	3.00			NA			NA	100.00	100.00	100.00	0.00	0.00
	M_06	Average Percentage of AG audit queries resolved	No audit queries raised by AG with regard to MMO	None			NA	20.00	0.00	0W	60.00	100.00	5.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_563	# of audit committee meetings held	4th meeting held on 27 June 2012	None	2.00		1.00	2.00		1.00	3.00	3.00	3.00	4.00	4.00	3.00	0.00	4.00	4.00	0.00	NA
	M_564	# of Internal Audit Reports submitted	4th report submitted in July 27 June 2012 to BTO	None	2.00		1.00	2.00		1.00	3.00	3.00	3.00	4.00	4.00	3.00	0.00	4.00	4.00	0.00	NA
Governance	M_07	Percentage Council resolutions implemented within timeframes	10/10 Resolutions implemented	None	90.00		1.00	90.00	90.00	3.00	90.00	100.00	3.20	90.00	100.00	3.20	80.00	90.00	100.00	10.00	20.00
Monitoring and Evaluation	M_13	Timeous submission of annual report	NA	None	25.00		1.00	50.00	43.00	2.77	100.00	100.00	3.00		100.00	NA	0.00	100.00	100.00	0.00	NA
	M_14	Timeous adoption of SDBIP (within 28 days of adoption of final budget)	Signed by EM on time	None			NA			NA			NA	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA
	M_578	# of performance assessment conducted	4th performance done on 11 and 13 July 2012	None	2.00		1.00	2.00		1.00	3.00	3.00	3.00	4.00	4.00	3.00	0.00	4.00	4.00	0.00	NA

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance ¹ from Target 11/12	Variance ² from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_579	# of M & E Forum meeting held	4th meeting held on 25 April 2012	None	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	0.00	4.00	4.00	0.00	NA	
	M_580	# of MTAS Reports submitted	4th Report submitted on 10 July 2012	None	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	0.00	4.00	4.00	0.00	NA	
	M_581	# of SDBIP Reports submitted	2 SBIP report submitted on 6 July 2012	None	.00	.00	.00	.00	.00	.00	.00	.00	.00	.50	.00	0.00	4.00	2.00	-2.00	NA	
Local Economic Development – To ensure optimal utilisation of and adherence to space economy																					
Employment Creation	M_10	Number jobs created through municipality's LED initiatives including capital projects	117 jobs created	None	0.00	5.00	.58	0.00	0.00	.33	0.00	0.00	0.00	7.00	0.00	85.00	80.00	117.00	37.00	32.00	
Service Delivery – To coordinate and monitor infrastructure for provision of access to basic services																					
Project Management	M_591	# of contract management reports submitted	1 contract management in line with Project Status Report submitted	None	.00	.00	.00	.00	.00	.00	.00	.00	.00	.25	.00	4.00	4.00	1.00	-3.00	-3.00	
Service Delivery – To empower the community and instil sense of ownership of development																					
Client Relations management	M_15	Percentage Presidential hotline queries addressed and responded to within 2 weeks of receipt	No new queries were reported	1 query still outstanding	00.00	.00	00.00	.90	.65	00.00	.00	.72	00.00	00.00	.00	70.00	100.00	100.00	0.00	30.00	

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance ¹ from Target 11/12	Variance ² from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_16	Percentage Premier hotline queries addressed and responded to within 2 weeks of receipt	7/7 queries referred to relevant department	None	00.00	00.00	100	00.00	00.00	100	00.00	00.00	100	00.00	00.00	100	100.00	100.00	100.00	0.00	0.00
Disaster Management	M_593	% of building plans approved	58,6 % of plans approved (41/70)	Fast track appointment of Fire Prevention Officers	00.00	00.00	100	00.00	00.00	100	00.00	00.00	100	00.00	60	31	0.00	100.00	58.60	-41.40	NA
	M_594	% of flammable liquids permits issued	No permits requested and issued	None	00.00	00.00	100	00.00	00.00	100	00.00	00.00	100	00.00	00.00	00	0.00	100.00	100.00	0.00	NA
	M_595	% of Transport permits issued	No permits requested	None	00.00	00.00	100	00.00	00.00	100	00.00	00.00	100	00.00	00.00	00	0.00	100.00	100.00	0.00	NA
	M_596	# of Disaster Management Advisory Forum Meetings held	Meeting was postponed	Develop and follow schedule	00.00	00.00	00	00.00	00.00	00	00.00	00.00	00	00.00	00.00	25	0.00	4.00	1.00	-3.00	NA
	M_597	# of Disaster Management campaigns conducted	No campaign conducted to date	Develop and follow schedule	00.00	00.00	00	00.00	00.00	00	00.00	00.00	00	00.00	00.00	50	0.00	4.00	2.00	-2.00	NA
	M_598	# of fire reports submitted	only 3 reports from LLM, TLM and MOOLM submitted	Outstanding municipalities to develop and follow their own schedules			NA			NA	00.00	00.00	00	00.00	00.00	00	0.00	48.00	6.00	-42.00	NA

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance ¹ from Target 11/12	Variance ² from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Disaster Management	M_599	# of fire fighting subcommittee meetings held	No meeting held	Develop and follow schedule	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	-2.00	NA	
	M_600	# of fire awareness campaign conducted	TLM conducted 1 campaign	Outstanding municipalities to develop and follow their own schedules		IA			IA		0.00	0.00	0.00	0.00	0.00	0.00	6.00	1.00	-5.00	NA	
Spatial Rationale – Coordinated developmental planning and implementation																					
Integrated Planning	M_17	Timeous adoption of IDP (Final IDP adopted by Council by end May)	IDP adopted on time	None	5.00	0.00	0.00	0.00	0.00	5.00	0.00	0.00	56	0.00	0.00	0.00	100.00	100.00	100.00	0.00	0.00
	M_18	Reliable and credible IDP (rating)	Not applicable	NA		IA			IA		0.00	0.00	0.00	0.00	0.00	0.00	85.00	85.00	85.00	0.00	NA
	M_601	# of IDP Representative Forum Meeting held	4th meeting held on 25 May 2012	None	None	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	4.00	4.00	0.00	NA
Capacity building and Training (HRD)	M_19	Percentage Senior Manager's Personal Development Plans implemented fully per annum	PDPs of managers were implemented in terms of WSP	6 managers attended courses according to WSP		IA			IA		0.00	0.00	0.00	0.00	0.00	100.00	100.00	100.00	0.00	0.00	

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance ¹ from Target 11/12	Variance ² from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_20	Percentage municipality's operating budget (salary budget) actually spent on implementing its workplace skills plan	R 440/480 000 of WSP spent	None	.50	.00	.00	.00	.00	.50	.84	.34	.00	.00	.00	2.00	2.00	2.00	0.00	0.00	
Human Resource Management	M_21	Percentage of budgeted positions filled	4/5 positions filled	None	0.00	.00	.00	.00	.22	.00	.00	.27	.00	.00	.90	100.00	85.00	80.00	-5.00	-20.00	
	M_22	Number of critical posts filled	50/52 posts were filled	2 SM not filled	0.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	0.00	10.00	10.00	0.00	NA	
	M_23	Number of critical posts with signed performance agreements	6/6 of Senior Managers signed Performance Agreements	None	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	0.00	4.00	6.00	2.00	NA	

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance ¹ from Target 11/12	Variance ² from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Human Resource Management	M_24	Percentage of people from employment equity target groups (i.t.o. Employment Equity Act) employed in the three highest levels of management in compliance with the municipality's approved employment equity plan	4 employees appointed from the designated group	None	5.00	0.00	0.00	5.00	5.00	100	5.00	5.00	93	5.00	5.00	100	95.00	95.00	95.00	0.00	0.00

Table 3: The Office of the Executive Mayor KPIs (Vote 6)

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Financial Viability – Improve and sustain financial viability																					
Expenditure Management	M_120	Percentage capital budget variance in terms of SDBIP projections			10.00	8.74	3.32	10.00	5.00	5.00	10.00	27.00	1.00	10.00	12.00	1.50	0.00	10.00	12.00	2.00	NA
	M_74	Percentage operating budget variance per department YTD		Variance occurred as a result of transfers made S&T votes for councillors affected towards the end of financial year. Austerity measures planned to manage the usage of S&T votes for councillors	10.00		1.00	10.00	7.74	4.57	10.00	27.00	1.00	10.00	9.49	3.13	26.32	10.00	9.49	-0.51	-16.83
Good Governance – To develop and implement integrated management and governance systems																					
Auditing	M_78	Percentage of AG audit queries related to department resolved	All queries related to the department are resolved			NA	20.00	0.00	0W	60.00	100.00	5.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00	

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Governance	M_83	Percentage Council resolutions related to department implemented within timeframe		Resolution implemented	90.00		1.00	90.00	60.00	1.40	90.00	100.00	3.20	90.00	100.00	3.20	80.00	90.00	100.00	10.00	20.00
	M_87	Number of related Portfolio Committee meetings held y.t.d.		None	6.00		1.00	18.00		1.00	7.00	7.00	3.00	36.00	35.00	2.95	6.00	36.00	35.00	-1.00	29.00
	M_88	Number of Departmental Staff Meetings convened		None	1.00		1.00	2.00	2.00	3.00	3.00	3.00	3.00	4.00	12.00	5.00	4.00	4.00	12.00	8.00	8.00
	M_89	Number of ordinary Council meetings successfully held		None	1.00		1.00	2.00	2.00	3.00	3.00	3.00	3.00	4.00	4.00	3.00	4.00	4.00	4.00	0.00	0.00
Inter-governmental relations	M_121	Number of sharing & learning (Twinning) meetings held	Held as planned	None			NA			NA	1.00	1.00	3.00	2.00	2.00	3.00	0.00	2.00	2.00	0.00	NA

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_577	# of Infrastructure meeting held between Executive Mayor, Mayors and Municipal Managers	related to the Office of the Municipal Manager				NA			NA		NA	3.00		0W	0.00	3.00	0W	NA	NA	
Monitoring and Evaluation	M_586	# of SDBIP Reports submitted	Submitted monthly		2.00		1.00	2.00		1.00	3.00	3.00	3.00	4.00	4.00	3.00	0.00	4.00	4.00	0.00	NA
	M_588	# of MPAC meeting held	Two meetings held and three training sessions	Development of schedule of meetings for MPAC - recommendation for appointment of a Researcher			NA			NA	1.00	1.00	3.00	2.00	2.00	3.00	0.00	2.00	2.00	0.00	NA
	M_589	# of Performance Evaluation conducted	Evaluation held	Adherence to the scheduled dates			NA			NA			NA	1.00	1.00	3.00	0.00	1.00	1.00	0.00	NA
	M_590	# of Municipal Manager's Performance Assessment conducted	Assessment conducted		2.00		1.00	2.00		1.00	3.00	1.00	1.33	4.00	1.00	1.25	0.00	4.00	1.00	-3.00	NA
Public Participation	M_155	Number report back to local community done (Izimbizo)	4 report backs convened as per schedule	None	1.00	0.00	1.00	2.00	1.00	1.50	3.00	1.00	1.00	4.00	4.00	3.00	0.00	4.00	4.00	0.00	NA
Service Delivery – To coordinate and monitor infrastructure development for provision of access to basic services																					

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Project Management	M_111	Percentage projects completed on time per department	All projects completed within planned timeframe except the Newsletter production Termination of service providers contract for the production of the newsletter		90.00		1.00	90.00	33.00	1.00	90.00	95.00	3.10	90.00	98.00	3.16	100.00	90.00	98.00	8.00	-2.00
	M_112	Percentage projects completed within budget per department			90.00		1.00	90.00	33.00	1.00	90.00	100.00	3.20	90.00	90.00	3.00	100.00	90.00	90.00	0.00	-10.00
Project Management	M_114	Number of contract management reports submitted	Termination of service providers contract for the production of the newsletter		1.00		1.00	2.00		1.00	3.00	1.00	1.00	4.00	1.00	1.00	4.00	4.00	1.00	-3.00	-3.00
Service Delivery – To empower the community and instil sense of ownership of development																					
Disability Development	M_118	Number of district disability desk meetings held		none	1.00		1.00	2.00	1.00	1.50	3.00	3.00	3.00	4.00	4.00	3.00	4.00	4.00	4.00	0.00	0.00

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Gender Development	M_119	Number of district gender desk meetings held		Women Caucus launched in the second quarter - convene meetings in line with the council schedule	1.00	0.00	1.00	2.00	2.00	3.00	3.00	2.00	1.50	4.00	2.00	1.00	0.00	4.00	2.00	-2.00	NA
Youth Development	M_122	Number of district youth desk meetings held	In the process of launching district youth structure	none	1.00	0.00	1.00	2.00	2.00	3.00	3.00	1.00	1.00	4.00	2.00	1.00	0.00	4.00	2.00	-2.00	NA

Table 4: Planning and Economic Development KPIs (Vote 4)

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Financial Viability – Improve and sustain financial viability																					
Expenditure Management	M_307	Percentage operating budget variance per department YTD	Expenditure within allocated budget	Sufficient budget	10.00	3.24	5.00	10.00	5.75	5.00	10.00	9.21	3.20	10.00	9.21	3.20	10.87	10.00	9.21	-0.79	-1.66
	M_310	Percentage capital budget variance in terms of SDBIP projections	Except for WEDA and Vaalwater Beautification all projects implemented within budget	None	10.00	3.24	5.00	10.00	78.00	1.00	10.00	9.21	3.20	10.00	6.00	5.00	0.00	10.00	6.00	-4.00	NA
Supply chain management	M_308	Percentage Tenders adjudicated within 90 days of closure of tender report per department	Only 2 tenders for CBD Development	None	100.00	100.00	3.00	100.00		1.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	0.00	0.00	
Good Governance and Public Participation – To develop and implement integrated management and governance systems																					

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
					Auditing	M_309	Percentage of AG audit queries related to department resolved	No audit queries for the financial year	None			NA	20.00	0.00	0W	60.00					
Governance	M_313	Percentage Council resolutions related to department implemented within timeframe	Only 2 outstanding council resolutions with regards to the operations at the Abattoir and visits to PED Projects	Ongoing consultations with regards to the implementation of resolutions	90.00	100.00	3.20	90.00	90.00	3.00	90.00	90.00	3.00	90.00	90.00	3.00	100.00	90.00	90.00	0.00	-10.00
	M_315	Number of related Portfolio Committee meetings held	All scheduled meetings held per quarter	None	1.00	1.00	3.00	5.00	2.00	1.00	7.00	7.00	3.00	10.00	10.00	3.00	10.00	10.00	10.00	0.00	0.00
	M_316	Number of Departmental Staff Meetings convened	All scheduled meetings held per quarter	None	1.00	0.00	1.00	2.00	2.00	3.00	3.00	3.00	3.00	4.00	4.00	3.00	4.00	4.00	4.00	0.00	0.00
Monitoring and Evaluation	M_584	# of SDBIP Reports submitted	all reports submitted	None	2.00		1.00	2.00		1.00	3.00	1.00	0W	4.00	4.00	3.00	0.00	4.00	4.00	0.00	NA
Local Economic Development – To ensure optimal utilisation of and adherence to space economy																					

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
					Abattoir	M_324	Percentage cost recovery from Abattoir	Council resolution taken to look at future of Abattoir due to poor performance on income	Await outcome of Council committee on recommendation regarding future of Abattoir	30.00	5.72	1.00	30.00		1.00	30.00					
Employment Creation	M_325	Number of permanent jobs (longer than 3 months) created through LED initiatives	the Telekishi Ramatsoban a Hospitality Project under Waterberg Biosphere Meander	Assist cooperative to prepare funding proposals to the different funding sources.	20.00	50.00	5.00	20.00	48.00	5.00	25.00	25.00	3.00	30.00	25.00	2.69	0.00	30.00	25.00	-5.00	NA
Tourism and Marketing	M_311	Number publications published	Budget only sufficient for production of publications within specific quarters of the year	None	1.00	0.00	0W	2.00	1.00	1.50	3.00	3.00	3.00	4.00	4.00	3.00	0.00	4.00	4.00	0.00	NA
	M_326	Percentage CTA's that are functioning	all CTAs are established except for 2 which needs constant monitoring	Regular updates on performance of CTAs	100.00	100.00	3.00	100.00	100.00	3.00	100.00	100.00	3.00	100.00	90.00	2.83	100.00	100.00	90.00	-10.00	-10.00
Service Delivery – To coordinate and monitor infrastructure development for provision of access to basic services																					

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
					Project Management	M_328	Percentage projects completed on time per department	All projects on schedule	None	90.00	40.00	1.00	90.00	36.00	1.23	90.00					
Project Management	M_329	Percentage projects completed within budget per department	All projects on schedule	None	90.00	90.00	3.00	90.00	36.00	1.00	90.00	90.00	3.00	90.00	100.00	3.20	100.00	90.00	100.00	10.00	0.00
	M_331	Number of contract management reports submitted	all reports submitted	None	1.00	1.00	3.00	2.00		1.00	3.00	3.00	3.00	4.00	4.00	3.00	4.00	4.00	4.00	0.00	0.00
Spatial Rationale – Coordinated developmental planning and implementation																					
Spatial planning and land use management	M_335	Number of Spatial Planning projects identified by the SDF that are implemented	All applications meant for local municipalities are responded to with relevant comments	None	1.00	2.00	5.00	1.00		1.00	1.00	1.00	3.00	1.00	1.00	3.00	2.00	1.00	1.00	0.00	-1.00

Table 5: Corporate Support and Shared Services KPIs

Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Financial Viability - Improve and sustain financial viability																					
Expenditure Management	M_444	Percentage MSIG utilization - Skills Development & LG implementation	R 256,842.11 was spent MSIG Projects completed		25.00	1.00	50.00	51.00	3.03	75.00	111.60	5.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00	
	M_445	Percentage operating budget variance per department YTD	Variance is 10,53%		10.00	1.00	10.00	2.42	5.00	10.00	10.53	2.87	10.00	10.53	2.87	19.45	10.00	10.53	0.53	-8.92	
	M_456	Percentage capital budget variance in terms of SDBIP projections	Variance is 47%	Improve project management	10.00	1.00	10.00	37.00	1.00	10.00	17.00	1.00	10.00	47.00	1.00	0.00	10.00	47.00	37.00	NA	
Supply chain management	M_446	Percentage Tenders adjudicated within 90 days of closure of tender report per department	Tenders submitted to the BAC on time, one tender was not adjudicated on time 2/6, the purchase of diesel generator and district wide VPN Network	Will improve on forward planning and supply chain processes	100.00	1.00	100.00	1.00	100.00	100.00	3.00	100.00	80.00	1.67	100.00	100.00	80.00	-20.00	-20.00		
Good Governance and Public Participation - To develop and implement integrated management and governance systems																					

Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11		Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual						Score
Administration	M_447	Percentage mail received processed daily	43/43 were received and processed. Daily mail register available AS POE		90.00	1.00	90.00	32.00	2.84	90.00	100.00	3.20	90.00	100.00	3.20	100.00	90.00	100.00	10.00	0.00	
Anti-corruption and fraud	M_449	Percentage reported corruption and fraud issues responded to within 5 working days	No cases reported	None	100.00	1.00	100.00	0.00	DW	100.00	100.00	3.00	100.00	0.00	DW	100.00	100.00	100.00	0.00	0.00	
	M_450	Percentage corruption cases resolved within 90 days of report received	No cases reported	None	100.00	1.00	100.00	0.00	DW	100.00	100.00	3.00	100.00	0.00	DW	100.00	100.00	100.00	0.00	0.00	
Asset Management	M_186	Percentage redundant assets are auctioned annually	There were no assets auctioned	To fast track supply chain process for asset disposal		NA		NA			NA	100.00	0.00	1.00	0.00	100.00	0.00	-100.00	NA		
Auditing	M_451	Percentage of AG audit queries related to department resolved	3 queries addressed	None		NA	20.00	0.00	DW	50.00	50.00	3.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00	
Fleet Management	M_448	Compliance to service intervals of fleet vehicles	One(1) Sedan car serviced	None	100.00	1.00	100.00		1.00	100.00	100.00	3.00	100.00	100.00	3.00	95.00	100.00	100.00	0.00	5.00	

Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Governance	M_455	Percentage Council resolutions related to department implemented within timeframe	No outstanding resolutions	None	90.00	100.00	1.00	90.00	83.34	2.87	90.00	100.00	3.20	90.00	100.00	1.00	80.00	90.00	100.00	10.00	20.00
	M_457	Number of related Portfolio Committee meetings held	5th Transformation and Administration Committee held in July 2012	None	3.00	1.00	5.00	2.00	1.00	7.00	5.00	1.50	10.00	5.00	1.17	10.00	10.00	5.00	-5.00	-5.00	
	M_458	Number of Departmental Staff Meetings convened	Meeting held on 6th June 2012	None	1.00	1.00	2.00	2.00	3.00	3.00	2.00	1.50	4.00	1.00	1.00	4.00	4.00	1.00	-3.00	-3.00	
Information and Communication Technology	M_459	Percentage implementation of ICT disaster recovery plan	Disaster Recovery Solution delivered and configured	None	100.00	100.00	1.00	100.00	100.00	1.00	100.00	70.00	1.50	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_566	# of ICT Service Providers Reports submitted	Reports received from Munsoft and SITA.	Follow on Reports	2.00	1.00	2.00	1.00	3.00	2.00	1.50	4.00	2.00	1.50	0.00	4.00	2.00	-2.00	NA		
	M_567	% of uptime/availability of Key Network Systems	Telkom moved data line to server room. SITA experienced network problem.	None	90.00	100.00	1.00	90.00	1.00	90.00	90.00	3.00	90.00	98.40	3.17	0.00	90.00	98.40	8.40	NA	

Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Information and Communication Technology	M_568	% of ICT projects completed on time and within budget	GIS & IFMS projects were completed. VPN project was delayed due to SITA project implementation processes. Due to delay from SITA the procurement of IT equipment project could not be completed.	None	100.00	1.00	100.00	1.00	100.00	40.00	1.00	100.00	50.00	1.17	0.00	100.00	50.00	-50.00	NA		
	M_569	# of website maintenance report submitted	SITA submitted all reports.	None	2.00	1.00	2.00	1.00	3.00	3.00	3.00	4.00	4.00	3.00	0.00	4.00	4.00	0.00	NA		
	M_570	% of support logged by local municipalities [attended to]	1 logged and attended to.	None	100.00	1.00	100.00	1.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA		
	M_571	# of District ICT Forum Meetings held	3 Meetings were held. Due to the tight audit season the other meeting couldn't take place.	Meeting to be scheduled before audit commence.	2.00	1.00	2.00	1.00	3.00	3.00	3.00	4.00	3.00	2.75	0.00	4.00	3.00	-1.00	NA		
	M_572	% of support calls logged by EHP Officer [attended to]	4 calls logged and attended to.	None	100.00	1.00	100.00	1.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA		

Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11		Dec 11		Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11		
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target						Actual	Score
	M_573	# of times of monitoring of ICT activities	Monitoring done each month of quarter.	None	2.00	1.00	2.00	1.00	3.00	3.00	3.00	4.00	4.00	3.00	0.00	4.00	4.00	0.00	NA		
	M_574	% of developed ICT system assessed	No new systems to be assessed.	Awaiting responses from users	100.00	1.00	100.00	1.00	100.00	100.00	3.00	100.00	100.00	3.00	0.00	100.00	100.00	0.00	NA		
	M_575	% of actual cost of ICT	To be removed. Not measurable.	Follow on IT projects	100.00	1.00	100.00	1.00	100.00	45.00	1.08	100.00	50.00	0W	0.00	100.00	0W	NA	NA		
	M_576	% of actual implementation of ICT Strategic Plan	8 out of 12 projects completed.	2/4 projects completed	45.00	1.00	45.00	1.00	50.00	30.00	4.57	55.00	66.70	3.03	0.00	65.00	66.70	1.70	NA		
Legal	M_467	Percentage legal opinions drafted internally	1 of 2 legal opinion was drafted internally	Encourage managers to source opinions internally	50.00	1.00	50.00	0.00	0W	50.00	30.00	5.00	50.00	50.00	3.00	40.00	50.00	50.00	0.00	10.00	
Monitoring and Evaluation	M_583	# of SDBIP Reports submitted	SDBIP report submitted in March 2011; 4th SDBIP report submitted in May 2012	Report submitted to Portfolio Committee in July 2012	2.00	1.00	2.00	1.00	3.00	5.00	5.00	4.00	2.00	1.50	0.00	4.00	2.00	-2.00	NA		
Policies and by-laws	M_468	Number of policies reviewed	3 Policies Travelling, Overtime and Funeral Policy	None		NA		NA		3.00	NA	4.00	3.00	1.50	0.00	4.00	3.00	-1.00	NA		
Service Delivery - To coordinate and monitor infrastructure development for provision of access to basic services																					

Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
					Project Management	M_469	Percentage projects completed on time per department	Operational projects implemented when there is a need	None	90.00		1.00	90.00	37.00	1.00	90.00					
	M_470	Percentage projects completed within budget per department	4 Projects implemented	Follow up on project	90.00		1.00	90.00	37.00	1.00	90.00	100.00	3.20	90.00	54.50	1.29	90.00	90.00	54.50	-35.50	-25.50
	M_472	Number of contract management reports submitted	Contract Management report updated	None	1.00		1.00	2.00	2.00	3.00	3.00	2.00	1.50	4.00	1.00	1.00	4.00	4.00	1.00	-3.00	-3.00
Transformation and Organisational Development - To attract, develop and retain best human capital																					
Capacity building and Training (HRD)	M_476	Percentage Senior Managers with completed Personal Development Plans	4 Senior Managers PDPs implemented	None	100.00		1.00	100.00		1.00	100.00	30.00	1.67	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00
	M_477	Percentage training budget actually spent on training	100% of MSIG spent of budget actually spent on training		25.00		1.00	50.00	50.00	3.00	75.00	47.63	1.39	100.00	100.00	3.00	90.00	100.00	100.00	0.00	10.00
	M_478	Percentage Skills levy received spent on actual training	Skills levy as part of training budget was spent on training	None	25.00		1.00	50.00	0.00	1.00	75.00	0.00	1.00	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00

Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11		Dec 11		Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11		
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target						Actual	Score
	M_479	Skills Development Plan developed and submitted to SETA by end March	Zero weighted	None			NA		NA	100.00	100.00	3.00		0.00	NA	100.00	100.00	100.00	0.00	0.00	
Human Resource Management	M_482	Percentage Disciplinary hearings resolved internally within 90 days of detection	The case that is on has not exceed 90 days	None	100.00		1.00	100.00	0.00	0W	100.00	100.00	3.00	100.00	0W	100.00	100.00	100.00	0.00	0.00	
	M_483	Percentage Employees on suspension longer that 90 days	No suspensions during the quarter		0.00		1.00	0.00	0.00	0W	0.00	0.00	3.00	0.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00
	M_484	Total number of woman employed by the municipality against total staff	69 of 127 employees are women		50.00		1.00	50.00	54.00	3.13	50.00	59.00	4.63	50.00	54.33	3.14	54.00	50.00	54.33	4.33	0.33
	M_486	Number training committee meetings held	Meeting held in May 2012	None	1.00		1.00	2.00	0.00	1.00	3.00	1.00	1.00	4.00	1.00	1.00	4.00	4.00	1.00	-3.00	-3.00
	M_487	Number SDF meetings held	Meeting held in May 2012	None	1.00		1.00	2.00	0.00	1.00	3.00	3.00	3.00	4.00	1.00	1.00	5.00	4.00	1.00	-3.00	-4.00
Human Resource Management	M_602	# LLF meetings held	Meeting held in May 2012	Meeting held in May 2012			NA		NA	3.00	1.00	1.00	2.00	1.00	1.50	0.00	2.00	1.00	-1.00	NA	
	M_603	# OHS meetings held	Meeting was postponed	Meeting postponed			NA		NA	3.00	3.00	3.00	2.00	0.00	1.00	0.00	2.00	0.00	-2.00	NA	

Programme	ID	KPI	Actual Notes	Corrective Action	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
	M_604	% return on investment (ROI)	Zero weighted	Train HR officials on ROI strategy			NA			NA	20.00		1.00	40.00	0.00	0W	0.00	40.00	0W	NA	NA
	M_605	% of employees using EAP	100% of employees participate in EAP				NA			NA	30.00	34.60	3.26	30.00	100.00	5.00	0.00	30.00	100.00	70.00	NA

Table 6: Infrastructure Development KPIs (Vote 5)

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Financial Viability – Improve and sustain financial viability																					
Expenditure Management	M_268	Percentage operating budget variance per department YTD			10.00		1.00	10.00	8.87	3.28	10.00	10.59	2.85	10.00	7.45	4.64	19.25	10.00	7.45	-2.55	-11.80
	M_288	Percentage capital budget variance in terms of SDBIP projections	As taken from IDP expenditure variances		10.00		1.00	10.00	36.00	1.00	10.00	18.00	1.00	10.00	44.00	1.00	0.00	10.00	44.00	34.00	NA
Supply	M_269	Percentage Tenders adjudicated	All tenders were adjudicated		100.00		1.00	100.00		1.00	100.00	43.00	1.05	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
chain management		within 90 days of closure of tender report per department	within 90 days																		
Good Governance and Public Participation – To develop and implement integrated management and governance systems																					
Auditing	M_270	Percentage of AG audit queries related to department resolved	All queries resolved			NA	20.00	0.00	0W	60.00		0W	100.00	100.00	3.00	100.00	100.00	100.00	0.00	0.00	
Governance	M_274	Percentage Council resolutions related to department implemented within timeframe	All resolutions implemented		90.00	1.00	90.00	90.00	3.00	90.00	87.50	2.95	90.00	90.00	3.00	100.00	90.00	90.00	0.00	-10.00	
	M_276	Number of related Portfolio Committee meetings held	All meetings held		3.00	1.00	5.00		1.00	7.00	4.00	1.25	10.00	10.00	3.00	10.00	10.00	10.00	0.00	0.00	
	M_277	Number of Departmental Staff Meetings convened	No meetings held	To hold 1 staff meeting per month.	1.00	1.00	2.00	1.00	1.50	3.00	2.00	1.50	4.00	0.00	1.00	0.00	4.00	0.00	-4.00	0.00	
Monitoring	M_58	# of SDBIP	All reports		2.00	1.00	2.00		1.00	3.00	0.00	1.0	4.00	4.00	3.00	0.00	4.00	4.00	0.00	NA	

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
and Evaluation	5	Reports submitted	submitted									0									
Service Delivery – To coordinate and monitor infrastructure development for provision of access to basic services																					
Project Management	M_286	Percentage projects completed on time per department	All projects were completed within the time frames set		90.00		1.00	90.00	65.00	1.50	90.00	28.00	1.00	90.00	100.00	3.20	0.00	90.00	100.00	10.00	NA
	M_287	Percentage projects completed within budget per department	All projects were completed within budget		90.00		1.00	90.00	65.00	1.50	90.00	43.00	1.06	90.00	100.00	3.20	0.00	90.00	100.00	10.00	NA
	M_289	Number of contract management reports submitted	All reports submitted		1.00		1.00	2.00		1.00	3.00	3.00	3.00	4.00	4.00	3.00	4.00	4.00	4.00	0.00	0.00
	M_290	Number quarterly Water & Sanitation (FBS) forum meetings successfully held annually	All meetings held		1.00		1.00	2.00	6.00	5.00	3.00	3.00	3.00	4.00	4.00	3.00	4.00	4.00	4.00	0.00	0.00
Project Management	M_592	% of electricity saved	% of electricity saved				NA			NA	10.00	0.00	1.00	10.00	10.00	3.00	0.00	10.00	10.00	0.00	NA

Table 7: Social Development and Community Services KPIs (Vote 7)

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Financial Viability – Improve and sustain financial viability																					
Expenditure Management	M_381	Percentage operating budget variance per department YTD	R 13 926 381 R-value operating budget actually spent by the department year to date, R-value planned to be spent by the department year to date in terms of forecasted projections as per Schedule A of MBRR		10.00		1.00	10.00	5.77	5.00	10.00	9.94	3.02	10.00	10.30	2.93	18.00	10.00	10.30	0.30	-7.70
	M_384	Percentage capital budget variance in terms of SDBIP projections	100% project expenditure within specified time period R 2 337 281 R-value capital budget actually spent by the department year to date R-value capital budget planned to be spent by the department year to date in terms of forecasted projections as per SDBIP		10.00		1.00	10.00	19.00	1.00	10.00	14.50	1.00	10.00	0.00	5.00	0.00	10.00	0.00	10.00	0.00
Supply chain management	M_382	Percentage Tenders adjudicated within 90 days of closure of tender report per department	All were adjudicated within 90 days of closure of tender report. 3/3 Number of tenders adjudicated within 90 days of closure of tender year to date Number of tenders that were advertised and that closed year to date		100.00		1.00	100.00	0W	0W	100.00	0W	0W	100.00	100.00	3.00	83.00	100.00	100.00	0.00	17.00
Good Governance and Public Participation – To develop and implement integrated management and governance systems																					

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
					Auditing	M_383	Percentage of AG audit queries related to department resolved	No AG audit queries related to SDCS received			NA	20.00	0.00	0W	50.00	100.00					
Auditing	M_562	# of risk management meeting attended	All arranged were attended as per target. Risk and portfolio meetings are cumulative i.e. one meeting per quarter which make a total of 4 meetings in a year all were attended		2.00	1.00	2.00	1.00	3.00	3.00	3.00	4.00	4.00	3.00	0.00	4.00	4.00	0.00	NA		
Governance	M_387	Percentage Council resolutions related to department implemented within timeframe	No council resolution relate to department for implementation. Number of Council resolutions implemented within time period stipulated in the resolutions Number of Council resolutions related to the department taken year to date		90.00	1.00	90.00	90.00	3.00	90.00	100.00	3.20	90.00	100.00	3.20	100.00	90.00	100.00	10.00	0.00	
Governance	M_390	Number of Departmental Staff Meetings convened	6 meetings were held(1 first Q, 2 second Q, 1 third Q and 2 fourth Q)		1.00	1.00	2.00	3.00	4.50	3.00	3.00	3.00	4.00	6.00	5.00	4.00	4.00	6.00	2.00	2.00	

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
Governance	M_565	# of related Portfolio Committee meetings attended	All arranged were attended. Risk and portfolio meeting are cumulative i.e. one meeting per quarter which make a total of 4 meetings in a year all were attended		2.00		1.00	2.00		1.00	3.00	3.00	3.00	4.00	4.00	3.00	3.00	4.00	4.00	0.00	1.00
Monitoring and Evaluation	M_587	# of SDBIP Reports submitted	All as per target were submitted. 4 # SDBIP Reports submitted		2.00		1.00	2.00		1.00	3.00	3.00	3.00	4.00	4.00	3.00	0.00	4.00	4.00	0.00	NA
Service Delivery – To coordinate and monitor infrastructure development for provision of access to basic services																					
Project Management	M_398	Percentage projects completed on time per department	100% projects completed three month before projected project time period. 1/1 Number of projects completed within planned timeframes as per SDBIP Number of projects planned to be implemented as per SDBIP year to date		90.00		1.00	90.00	50.00	1.20	90.00	25.00	5.00	90.00	100.00	3.20	83.00	90.00	100.00	10.00	17.00
	M_399	Percentage projects completed within budget per department	Project completed within budget. R 2 337 281 R-value spent on projects per SDBIP year to date Total R-value of projects per SDBIP		90.00		1.00	90.00	50.00	1.20	90.00	0.00	1.00	90.00	100.00	3.20	100.00	90.00	100.00	10.00	0.00
Service Delivery – To empower the community and instil sense of ownership of development																					

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
					Municipal Environmental Health & Environmental Management	M_391	Percentage of water samples collected and analysed	75 water samples were analysed and 75 water samples were collected Number of Water samples analysed Number of water samples taken		80.00		1.00	80.00	100.00	4.42	30.00					
M_392	Percentage of food outlets inspected and issued with certificate of compliance / acceptability	110 were inspected and 91 out of targeted 110 were issued with certificates of compliance/acceptability		80.00		1.00	80.00	86.00	3.13	80.00	82.00	3.04	80.00	83.00	3.06	0.00	80.00	83.00	3.00	NA	
M_393	Percentage of food samples collected and analysed	108 as per target were collected and analysed which 100%		80.00		1.00	80.00	100.00	4.42	30.00	100.00	4.42	80.00	100.00	4.42	0.00	80.00	100.00	20.00	NA	
M_394	Percentage funeral undertakers complying to standards	Six were inspected for compliance and the target was seven 6/7 = 85% Number of funeral undertakers that complied to all required environmental health standards year to date Number of initiation schools inspected for compliance to required standards year to date		80.00		1.00	80.00	87.00	3.15	80.00	86.00	3.13	80.00	85.00	3.10	0.00	80.00	85.00	5.00	NA	

Programme	ID	KPI	Actual Notes (Q4)	Corrective Action (Q4)	Sep 11			Dec 11			Mar 12			Jun 12			Baseline 10/11 Actual	Annual Target 11/12	Annual Actual 11/12	Variance from Target 11/12	Variance from 10/11
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score	Target	Actual	Score					
					Municipal Environmental Health & Environmental Management	M_408	Percentage landfill sites complying to legislative requirements	6 landfill sites complied and 12 inspections were conducted (6/8=75%)		25.00		1.00	25.00	50.00	5.00	37.50					
	M_409	Percentage of Municipal Health complaints resolved within 5 days	5 complaints received and resolved within 5 days (100%)		90.00		1.00	90.00	100.00	3.20	90.00	100.00	3.20	90.00	100.00	3.20	100.00	90.00	100.00	10.00	0.00
	M_410	Number of Food control committee meetings held	3 meetings were held during the fourth quarter which makes a total of 11 per year		3.00		1.00	5.00	1.00	1.00	8.00	8.00	3.00	11.00	11.00	3.00	11.00	11.00	11.00	0.00	0.00
	M_411	Number Health and hygiene awareness campaigns held	50 awareness campaigns were held.		1.00		1.00	2.00	46.00	5.00	3.00	56.00	5.00	4.00	50.00	5.00	66.00	4.00	50.00	46.00	-16.00
	M_413	Percentage initiation schools complying to standards	all 152 applications were evaluated and complied to standards. 152/152 Number of initiation schools that were inspected for compliance that complied to all required environmental health standards year to date Number of initiation schools inspected for compliance to required standards year to date		90.00		1.00			NA			NA	90.00	100.00	3.20	100.00	90.00	100.00	10.00	0.00

COMPONENT A

INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

The main challenge is the attraction and retention of scarce skills in Infrastructure Development. The current salaries and wages is above the norm of 32%. The 6 critical posts as recognized by the Department of Corporate Governance have been filled. In general 91% of the budgeted positions have been filled for the year under review.

Department	Number of positions for 11/12						% of vacant positions
	Management	Technical	Labour	Support	Total	Vacant	
Budget and Treasury Office	4	0	0	10	14	1	7,1%
Municipal Manager's Office	4	0	0	13	20	1	5%
Corporate Support and Shared Services	2	0	8	12	22	1	4,5%
Planning and Economic Development	4	0	17	4	25	1	4%
Infrastructure Development	2	1	0	1	4	0	0%
Office of the Executive Mayor	3	0	0	8	11	1	9%
Social and Community Services	3	0	0	25	32	1	3%
Total	21	1	25	81	128	6	4,6%

In general 95% of the budgeted positions on the organizational structure have been be filled.

Vacancy rate 2011/12

Designations	Total approved posts	Variances(Total time that vacancies exist using fulltime equivalents	Variances(as a proportion of total posts in each category as%
Municipal Manager	1	0	0%
Section 56 Managers	5	1	20%
Fire Figting	2	2	100%
Highly Skilled Supervision	21	6	28%

Turnover rate

Details	Total appointments as of beginning of financial year	Terminations during the financial year	% of Turn-over rate
2010/11	31	5	16%
2011/12	12	10	83%

Number of Cost of Injuries on Duty

Type of injury	Injury leave taken	Employees using injury leave	Average injury leave taken per employee %	Average injury leave per employee	Total estimated cost
Required basic medical attention only	2	2	9	1	R500 000
Temporary total disablement	0	0	0	0	0
Permanent disablement	0	0	0	0	0
Fatal	0	0	0	0	0
Total	2	2	9	1	R500 000

Number of days and cost of sick leave

Salary band	Total sick leave days	Proportion of sick leave days without medical certification %	Employees using sick leave	Total employees in post	Average sick leave per employee	Estimated costs
Level 0 MM and Section 56	10	10%	1	7	1,4	R34 000
Divisional	80	15%	12	21	3,8	R160 000

Managers Level1-3						
Level 4-6	148	11%	16	21	7	R130 000
Level 8-10	236	9%	22	30	7,8	R151 040
Level11- 14	242	2%	6	22	11	R116 160
Total	716		57	128	5,6	R591 000

COMPONENT B

MANAGING THE MUNICIPAL WORKFORCE

4.2 POLICIES

Section 57 of the Municipal Systems Act requires municipalities to develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration in accordance with the Employment Equity Act.

The municipality has reviewed – policies during the year and has implemented them consistently throughout the year under review.

HR Policies and Plans

No	Name of policy	Completed %	Reviewed %	Date adopted by Council or Comment on failure to adopt
1	Travelling allowance		100%	29 March 2012
2	Employment Equity	100%		29 March 2012
3	Overtime		100%	29 March 2012
4	Funeral		100%	29 March 2012
5	Health and Safety	100%		30 August 2007
6	Promotion and Transfer	100%		30 August 2007
7	HIV/AIDS	100%		30 August 2007
8	Performance Management	100%		30 June 2010
9	Staff Provisioning	100%		30 August 2007
10	Sexual Harassment Policy	100%		30 August 2007
11	Induction Policy	100%		30 August 2007
12	Internship Policy	100%		30 August 2007

4.3 INJURIES, SICKNESS AND SUSPENSIONS

Position	Nature of alleged misconduct and rand value of any loss to the	Disciplinary action taken	Date finalised

	municipality		
DM: Economic Development	Insubordination	Suspension	Pending

4.4 PERFORMANCE REWARDS

Designations	Gender	Total number of employees in a group	Number of beneficiaries	Expenditure on rewards for 2010/11	Proportion of beneficiaries within group
Top Management	M	3	0	R000	NA
	F	2	0	R000	NA
Top Management	M	3	1		NA
	F	2	2		NA

Since the Performance Management System was not cascaded to the lower levels, only deserving Section 56 Managers and the Municipal Manager would be entitled to performance rewards according to the Municipal Performance Regulations. Such provisions were accommodated in the budget.

COMPONENT C

CAPACITATING THE MUNICIPAL WORKFORCE

4.5 SKILLS DEVELOPMENT AND TRAINING

Management level	Gender	Employees at post as on 30 June 2012	Learnership			Skills Programme & other short courses			Other forms of training		Total
			Actual 30 June 2010/11	Actual June 2011	Target	Actual 2010	Actual 2011	Target	Act 2011	Act 2012	Actual
MM and S57 Managers	M	4	1	1	1	0	0	0	0	0	1
	F	2	1	1	1	1	1	1	0	0	2
Councillor, Senior Officials and Managers	M	1	0	1	1	0	3	3	0	0	4
	F	2	0	2	2	1	0	0	0	0	3

Technicians and associate professionals	M	0	0	0	0	0	0	0	0	0	0
	F	0	0	0	0	0	0	0	0	0	0
Professionals	M	5	0	0	0	0	5	5	5	0	0
	F	11	0	0	0	0	11	11	0	0	0
Subtotal	M	10	1	2	2	0	0	0	0	0	10
	F	13	1	3	3	2	12	12	0	0	12
Total		23	2	5	5	2	16	16	5	0	23

COMPONENT D

MANAGING THE WORKFORCE EXPENDITURE

4.6 SKILLS DEVELOPMENT EXPENDITURE

Management Level	G	Employees In posts as 30 June 2012	Leanship		Skills Development		Other forms		Total	
			Original budget	Actual budget	Original Budget	Actual budget	Original budget	Actual budget	Original budget	Actual budget
MM and S57	M	4	R50 000	R45 000	R000	R000	R000	R000	R50 000	R45 000
	F	2	R30 000	R27 000	R5 000	R4 840	R35 000	R32 340	R35 000	R32 340
Councillors, Officials and Managers	M	5	R000	R000	R50 000	R40 578	R000	R000	R50 000	R40 578
	F	3	R000	R000	R60 000	R54 976	R000	R000	R60 000	R54 976
Technicians and associate professionals	M	0	R000	R000	R000	R000	R000	R000	R000	R000
	F	0	R000	R000	R000	R000	R000	R000	R000	R000
Professionals	M	9	R000	R000	R30 000	R29 104	R000	R000	R30 000	R29 104
	F	2	R000	R000	R25 000	R23 055	R000	R000	R25 000	R23 055
Subtotal	M	18	R50 000	R45 000	R80 000	R82 871	R000	R000	R130 000	R114 682
	F	7	R30 000	R27 000	R65 000	R59 816	R35 000	R32 340	R120 000	R110 371

Total		25	R80 000	R72 000	R145 00	R142 687	R35 000	R32 340	R250 000	R225 053
-------	--	----	---------	---------	---------	----------	---------	---------	----------	----------

4.8. Finance skills Development Competency Progress Report

Description	A Total # of officials employed by the municipality	B Total # of officials employed by the municipal entity	Consolidation of A & B	Consolidated competency assessments completed by A+ B	Consolidated total # of officials whose performance agreements comply with regulations	Consolidate # of officials who meet the prescribed competency levels
Finance officials	14	0	14	2	6	4
Accounting Officer	1	0	1	1	1	1
Chief Financial Officer	1	0	1	0	1	0
Senior Managers	4	0	4	1	4	1
Divisional Managers	2	0	2	0	0	2
Other Officials	1	0	1	0	0	0
Heads of Supply Chain Management Units	1	0	1	0	0	0
Total	11	0	11	2	6	4

COMPONENT A

STATEMENTS OF FINANCIAL PERFORMANCE

5.1 STATEMENTS OF FINANCIAL PERFORMANCE

Financial summary						
Description	2010/11 Actual	2011/12			2011/12 Variance to actual (%)	
Financial Performance		Original budget	Adjusted budget	Actual	Original budget	Adjustments budget
	R	R	R	R	%	%
Services charges	607 783	940 000	740 000	652 212	44,1%	13,5%
Investment revenue	8 252 553	8 020 000	6 330 000	7 401 552	8,4%	14,5%
Interest earned	30 095	120 000	30 000	36 651	227,4%	18,1 %
Government and other organs	97 037 325	99 831 000	100 812 000	99 297 570	0,005%	1,5%
Public contributions and donations	-	-	-	200 000	0%	0%
Gain on disposal of assets	-	-	-	10 607	0%	0%
Reversal on impairment loss on assets	3 640	-	-	58 176	0%	0%
Other income	192 658	147 000	51 000	204 750	28,2%	75,1%
Total revenue	106 124 054	108 938 000	107 963 000	107 861 509	1%	0,1%
Employee costs	37 950 528	49 866 000	48 538 000	43 351 405	15,0%	12,0%
Remuneration of councilors	3 824 518	4 910 000	5 240 000	4 978 921	1,4%	5,2%
Post- retirement health care expenditure	3 001 922	1 875 000	1 865 000	965 374	94,2%	93,2%
	389 675	252 000	252 000	451 731	44,2%	44,2%

Long service award	29 596	25 000	25 000	35 434	29,4%	29,4%
Provision for bad debts	4 181 612	4 985 000	4 785 000	5 106 721	2,4%	6,3%
Depreciation and amortization	-	25 000	15 000	142 748	82,5%	89,5%
Impairment of assets	481 058	978 061	1 077 362	778 996	25,6%	38,3%
Repairs and maintenance	8 388 959	11 811 109	11 321 000	11 987 004	1,5%	5,6%
Contracted services	11 580 134	14 178 888		7991		
General expenses	19 807 768	26 298 569		8 845	0%	0%
Project expenditure	230 403	-	-			
Loss on asset disposal						
Total expenditure	89 866 173	113 209 000	130 010 000	108 284 697	4,5%	20,1%
Surplus(Deficit)	16 257 881	(4 271 000)	(20 077 000)	(423 188)	909,2%	4644,2%
Capital expenditure & funds sources	7 600 000	18 603 000	24 778 000			
Transfers recognized- capital	-	-	-	-	0%	0%
Public contributions and donations	-	-	-	200 000		
Borrowing	-	-	-	-	0%	0%
Internally generated funds	7 600 000	18 603 000	24 778 000			
Financial position	R	R	R	R	%	%
Total current assets	131 156 603	98 278 000	80 474 000	124 877 858	21,3	35,6
Total non-current assets	53 269 687	70 206 000	78 311 000	60 109 774	16,8 10,1	30,3 8,6

Total current liabilities	10 429 914	9 771 000	9 943 000	10 874 219	0,17	0,17
Total non-current liabilities	12 311 552	12 830 000	12 830 000	12 851 777		
Cash flows	R	R	R	R	%	%
Net cash used operating activities	24 865 767	28 446 000	16 805 000	2 777 257	9258,2	505,1
Net cash flows from investing activities	(3 572 904)	(18 603 000)	(24 778 000)	(R13 949 435)	33,7	77,6
Net cash from financing activities	-	-	-	-	0	0
Cash/cash equivalents at year end	21 292 863	96 312 000	68 654 000	(11 292 178)	752,9	508,8
					-	-
Cash backing/surplus reconciliation	R	R	R	R	0%	0%
Cash and investment available	111 995 000	96 312 000	78 497 000			
Application of cash and investments		5 942 000	6 343 000			
Balance-surplus(shortfall)		90 370 000	72 154 000			
Asset Management	R	R	R	R	0%	0%
Asset register (WDV) summary		18 603 000	24 778 000			
Depreciation and asset impairment		4 985 000	4 785 000			
Renewal of existing assets		902 000	2 121 000			
Repairs and maintenance		-	-			

Free services						
Cost of free basis services provided	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-
No of households below minimum service level	-	-	-	-	-	-
Water	-	-	-	-	-	-
Sanitation/ sewerage	-	-	-	-	-	-
Energy	-	-	-	-	-	-
Refuse						

5.2 GRANTS

Grant Performance

Description	2010/11	2011/12			2011/12 Variance %	
	Actual	Original budget	Adjustments budget	Actual expenditure		
Operational transfers and grants	R	R	R	R	%	%
National Government						
Municipal Systems Improvement	R 756 296	R1 130 921	R1 130 922	R1 130 921	0%	0%
EPWP incentive	R 659 400	R171 000	R171 000	R000	0%	0%
Finance Management	R967 755	R1 685 453	R435 453	R1 685 453	0%	74%
Provincial						

Government						
Health	R2 088 500	R8 354 000	R8 354 000	R8 354 000	0%	0%
LEDET	-	R100 000	R100 000	R000	0%	0%
LGSETA	R114 055	R220 679	R220 769	R220 769	0%	0%
Wildlife centre	R399 256	R399 256	R399 256	R000	0%	0%
Other grant providers	-					
Total operating transfers	R4 988 262	R12 061 309	R10 811 310	R11 391 143	0%	74%

5.3 ASSET MANAGEMENT

The Municipal Council has adopted an Asset Management Policy in 2009 which policy is reviewable every year to accommodate the necessary changes.

TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED IN 2011/12

Asset 1

Name of asset	Abattoir
Description	Phase 2 upgrading of the abattoir
Asset type	Building
Key Staff involved	Slaughters, Manager and General workers
Staff responsible	Divisional Manager and Manager Planning & Economic Development
Key Issues	

Asset value	2011/12	2012/13	2013/14	2014/15	2015/16	
R1 085 879						

Capital implications	Equipment has to be repaired and maintained on constant basis
Future purpose of the asset	Using by the community
Key issues	Operating at a loss
Policy in place to manage asset	Yes- Debtors and creditors policy in place.

Asset 2

Name of asset	Motor vehicle
Description	Mercedes Benz E350 Sedan
Asset type	Equipment
Key Staff involved	Senior Administration Officer and SCM Officer
Staff responsible	Senior Administrative Officer

Key Issues	
------------	--

Asset value	2011/12	2012/13	2013/14	2014/15	2015/16	
R707 476.50						

Capital implications	
Future purpose of the asset	Transportation of political officer bearer
Key issues	
Policy in place to manage asset	

Asset 3

Name of asset	Donated Land
Description	Land on which Lephale Disaster Management is built
Asset type	Property
Key Staff involved	Disaster Management Officer
Staff responsible	Fire Prevention Officer
Key Issues	

Asset value	2011/12	2012/13	2013/14	2014/15	2015/16	
	R200 000					

Capital implications	The land will appreciate
Future purpose of the asset	Extension of disaster management centre
Key issues	None
Policy in place to manage asset	Yes

Repairs and maintenance expenditure for 2011/12

Repairs and maintenance expenditure	Original budget	Adjustments budget	Actual	Variance
	R578 881	R600 000	R778 996	25,7%

5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

Ratio	Basis of calculation	2009/10	2010/11	2011/12
Liquidity current ratio	Current assets/current liabilities	12,61	12,57	11,48
Cost Coverage	Available cash + investments/ Monthly fixed operations	451%	305%	242%
Service debtors to revenue	Total outstanding service debtors/annual	170,9%	147,2%	%

	revenue for services			
Debt coverage	Total operating-operating grants/ debt service payment due within financial year	1.1%	1,2	0%
Capital charges to operating	Interest and principal paid/operating expenditure	0%	0%	0%
Employee costs	Employee costs/ Total revenue- capital revenue	31,1%	31,3%	35,8%
Solvability	Total assets/total liabilities	8.80	8.11	7,79

COMPONENT B

SPENDING AGAINST CAPITAL BUDGET

5.5 CAPITAL EXPENDITURE

	% of expenditure budget	Original budget R	Adjustments Budget R	Full year totals
Capital expenditure	58,51%	R43 842 795	67 696 689	R38 715 207
Operating expenditure	89,1%	R87 432 000		
Total expenditure				

5.6 SOURCES OF FINANCE

Details	2010/11 Actual	2011/12 Original budget	2011/12 Adjustments budget	2011/12 Actual	Variance in %
1.External loans	R000	R000	R000	R000	
2.Public contribution and donations	-	-	-	R200 000	
3.Grants and subsidies	R97 037 325	R99 297 570			
4. Other					
Total					
Entity					
1.External loans	R000	R000	R000	R000	

2.Public contribution and donations	R000	R000	R000		
3.Grants and subsidies	R000	R000	R000	R000	
4.Other	R000	R000	R000	R000	
Total					

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Name of project	2011/12			Variance current year	
	Original budget	Adjustments budget	Actual expenditure	Original budget %	Adjustments budget %
A	R2 000 000	R8 273 639	R4 375 100	54,28%	89.10%
B	R3 800 000	R3 800 000	R1 631	0,95%	0,95%
C	R1 750 000	R1 691 002	R1691 002	3,48%	0%
D	R1 200 000	R1 228 270	R1 228 270	0,02%	0%
E	R1 662 000	R1 738 705	R1 433 848	15,9%	21,3%

Name of project - A

Objective of the project- Development of a district-wide Integrated Finance Management System

Delays : Involvement of SITA and buying in of local municipalities.

Future challenges : Funding

Anticipates citizen benefits: Reliable financial reports

Name of project - B

Objective of the project- Used for firefighting.

Delays- Supply Chain Management process. Poor specification and lack of forward planning

Future challenges: Escalating costs since most of the fire equipment's are bought from overseas.

Anticipates citizen benefits: Reduction of losses caused by fire.

Name of project - C

Objective of the project- Development of landfill sites

Delays- None

Future challenges: Might be filled sooner because of overpopulation

Anticipates citizen benefits: Promotion of wellbeing and protection of environment.

Name of project - D

Objective of the project- Procurement of movable assets

Delays-None

Future challenges-

Anticipates citizen benefits- Old assets might be auctioned and be donated to community organisations.

Name of project - E

Objective of the project- Development of Performance Management System

Delays- Training of Councillors

Future challenges: None

Anticipates citizen benefits: Involvement of community in Performance Management System.

5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

Households

Type of service	Service above minimum standards		Service below minimum standards	
	No of HHs	% of HHs	No of HHs	% of HHs
Water	Not applicable	Not applicable	Not applicable	Not applicable
Electricity	Not applicable	Not applicable	Not applicable	Not applicable
Sanitation	Not applicable	Not applicable	Not applicable	Not applicable
Refuse removal	Not applicable	Not applicable	Not applicable	Not applicable

COMPONENT C

CASH FLOW MANAGEMENT AND INVESTMENTS

5.9 CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2012

The importance of cash management lies in the fact that the municipality will have cash available to enable it to meet its obligations. It also enables the municipality to have a cash backed budget which is more about having the money in the bank rather than the cash which is expected to be collected from the debtors.

	2012	2011
	R	R
CASH FLOW FROM OPERATING ACTIVITIES		
Cash receipts :		
Sales of goods and services	703 963	593 460
Grants	96 677 179	98 154 511
Interest received	7 438 203	8 282 648
Other receipts	129 190	176 174
Payments		
Employee costs		
Suppliers	(48 240 640)	(41 533 054)
Project expenditure	(12 205 071)	(9 224 9630)

Fire fighting expenditure	(25 463 587) (10 830 327)	(19 925 349) (8 739 012)
Net cash flows from operating activities	2 777 257	24 865 767
CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment		
Purchase of intangible assets	(10 485 324)	(6 724 095)
Proceeds on sale property, plant and equipment	(1 246 736) 17 218	(876 324) 6 117
Proceeds from recovery of investments	-	3 540
Decrease/increase in held to maturity investments	(2 201 8430)	4 017 758
Increase /decrease in long terms receivables	(32 750)	-
Net cash flows from investing activities		
Net increase in net cash and cash equivalents	(13 949 435)	(3 572 904)
Net cash and cash equivalents at beginning of year	(11 172 178)	21 292 863
Net cash and cash equivalents at end of year	(108 911 660)	(87 618 797)
	97 739 482	108 911 660

5.10 BORROWING AND INVESTMENTS

Actual Borrowings

Instrument	2009/10	2010/11	2011/12
Municipality			
Long term loan (Annuity/ reducing balance)	-	-	-
Long term annuity(Non annuity)	-	-	-
Local registered stock	-	-	-
Instalment credit	-	-	-
Finance leases	-	-	-
PPP liabilities	-	-	-
Finance granted by gap equipment supplier	-	-	-
Marketable bonds	-	-	-

Non marketable bonds	-	-	-
Bankers acceptances	-	-	-
Financial derivatives	-		
Other securities			
Municipal entity			
Long term loan (Annuity)	-	-	-
Long term(Non annuity)	-	-	-
Local registered stock	-	-	-
Instalment credit	-	-	-
Financial leases	-	-	-
PPP liabilities	-	-	-
Finance granted by cap equipment supplier	-	-	-
Marketable bonds	-	-	-
Non-marketable bonds	-	-	-
Bankers acceptances	-	-	-
Financial derivatives	-	-	-
Other securities	-	-	-
Entities total	-	-	-

Municipal and entity investments

	2009/10 Actual	2010/11 Actual	2011/12 Actual
Securities- National Government	-	-	-
Listed	-	-	-
Deposits	-	-	-
Deposit- Public Investment Commission	-	-	=
Bank acceptance certificates	-	-	-
Negotiable certificates	-	-	-
Other	-	-	-

5.11 PUBLIC PRIVATE PARTNERSHIPS

For the period under review Waterberg District Municipality did not enter into any partnership agreement.

COMPONENT D

OTHER FINANCIAL MATTERS

5.12 SUPPLY CHAIN MANAGEMENT

The municipality has established a functional Supply Chain Management Unit which is implementing the SMC regulations and policy without fear or favour. The unit has at least 5 officials who have not yet meet the National Treasury Competency Agreements.

The municipality is implementing a 3 committee bid system of which no councilors are allowed to sit on. The committee members have been vetted. The Auditor General has not raise any serious queries about the functionality of the Supply Chain Management Unit under the leadership of the Chief Financial Officer.

5.13 GRAP COMPLIANCE

Waterberg District Municipality has converted to General Recognised Acceptance Principles. At least more than 30 GRAP standards are used to prepare the Annual Financial Statements. The Asset Register is also GRAP compliant.

COMPONENT A

AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS 2010/11

6.1 AUDITOR GENERAL REPORTS 2010/11

REPORT OF THE AUDITOR-GENERAL TO THE LIMPOPO PROVINCIAL LEGISLATURE AND THE COUNCIL ON THE WATERBERG DISTRICT MUNICIPALITY

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the accompanying financial statements of the Waterberg District Municipality, which comprise the statement of financial position as at 30 June 2011, and the statement of financial performance, statement of changes in net assets and the cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory information, and the accounting authority's report as set out on pages XX to XX.

Accounting authority's responsibility for the financial statements

2. The accounting authority is responsible for the preparation and fair presentation of these financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA), and for such internal control as management determines necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) and section 4 of the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), my responsibility is to express an opinion on these financial statements based on my audit.
4. I conducted my audit in accordance with International Standards on Auditing and General Notice 1111 of 2010 issued in Government Gazette 33872 of 15 December 2010. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

5. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control 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 includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

6. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

7. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Waterberg District Municipality as at 30 June 2011, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the MFMA.

Emphasis of matter

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

Restatement of corresponding figures

9. As disclosed in note 31 to the financial statements, the corresponding figures for 2009-10 have been restated as a result of errors discovered during 2011 in the financial statements of the Waterberg District municipality at, and for the year ended, 30 June 2010.

10. As disclosed in note 32 to the financial statements, the corresponding figures for 2009-10 have been restated as a result of a change in accounting policy during 2011 in the financial statements of the Waterberg District municipality at, and for the year ended, 30 June 2010.

Additional matter

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

Unaudited supplementary schedules

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

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

13. In accordance with the PAA and in terms of *General notice 1111 of 2010*, issued in *Government Gazette 33872 of 15 December 2010*, I include below my findings on the annual performance report as set out on pages XX to XX and material non-compliance with laws and regulations applicable to the entity.

Predetermined objectives

14. There were no material findings on the annual performance report.

Compliance with laws and regulations

15. There were no findings concerning material non-compliance with laws and regulations applicable to the municipality.

INTERNAL CONTROL

16. In accordance with the PAA and in terms of *General notice 1111 of 2010*, issued in *Government Gazette 33872 of 15 December 2010*, we considered internal control relevant to our audit, but not for the purpose of expressing an opinion on the effectiveness of internal control. There are no significant deficiencies in internal control that resulted in a qualification of the auditor's opinion on the financial statements, findings on predetermined objectives and material non-compliance with laws and regulations.

Auditor-General.

Polokwane

30 November 2011



COMPONENT B

AUDITOR-GENERAL OPINION 2011/12

6.2 AUDITOR GENERAL REPORT 2011/12

REPORT OF THE AUDITOR-GENERAL TO THE LIMPOPO PROVINCIAL LEGISLATURE AND THE COUNCIL ON THE WATERBERG DISTRICT MUNICIPALITY

REPORT ON THE FINANCIAL STATEMENTS

Introduction

17. I have audited the financial statements of the Waterberg District Municipality set out on pages XXX to XXX, which comprise the statement of 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.

Accounting officer's responsibility for the financial statements

18. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP), the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2011 (Act No. 06 of 2011) (DoRA) and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

19. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the *General Notice* issued in terms thereof and International Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
20. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control 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 includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

21. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

22. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Waterberg District Municipality as at 30 June 2012, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP), the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2011 (Act No. 06 of 2011) (DoRA).

Additional matter

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

Unaudited supplementary schedules

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

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

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

Predetermined objectives

26. I performed procedures to obtain evidence about the usefulness and reliability of the information in the annual performance report as set out on pages XXX to XXX of the annual report.

27. The reported performance against predetermined objectives was evaluated against the overall criteria of usefulness and reliability. The usefulness of information in the annual performance report relates to whether it is presented in accordance with the National Treasury annual reporting principles and whether the reported performance is consistent with the planned objectives. The usefulness of information further relates to whether indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the *National Treasury Framework for managing programme performance information*.

The reliability of the information in respect of the selected objectives is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).

28. There were no material findings on the annual performance report concerning the usefulness and reliability of the information.

Compliance with laws and regulations

29. I did not identify any instances of material non-compliance with specific matters in key applicable laws and regulations as set out in the General Notice issued in terms of the PAA.

Internal control

30. I did not identify any deficiencies in internal control which we considered sufficiently significant for inclusion in this report.



Polokwane

30 November 2012



WATERBERG DISTRICT MUNICIPALITY

6.3 REPORT OF THE AUDIT COMMITTEE FOR THE FINANCIAL YEAR 2011-12

The Audit Committee is pleased to present the report for the financial year ended 30 June 2012 as recommended by the Municipal Finance Management Act No. 56 of 2003.

1. **AUDIT COMMITTEE MEMBERS AND ATTENDANCE**

The Audit Committee was established of section 166 of the MFMA. The Audit Committee consists of three (3) members and will meet at least four times a year or more when the need arise. During the current year, five meetings were held, which is in line with the Audit Committee charter, King III and MFMA.

1.1 The municipality appointed a new Audit Committee and their term started on 01st August 2011.

Name of the Members	Number of Meetings attended
Mr. M.A Mashego	5
Mr. KTE Seletela	5
Mr. SAB Ngobeni	4

2. **AUDIT COMMITTEE RESPONSIBILITY**

The Audit Committee reports that it complied with its responsibilities arising from **section 166 of the MFMA** and **Code of Corporate Governance**.

The Audit Committee also reports that it has adopted appropriate formal terms of reference as its audit committee charter, has regulated its affairs in compliance with this charter and has partly discharged all its responsibilities as contained therein.

INTERNAL CONTROL

The system of controls is designed to provide cost effective assurance that assets are safeguarded and that liabilities and working capital are efficiently managed. In line with the MFMA and the King III Report on Corporate Governance requirements, Internal Audit provides the Audit Committee and management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to the controls and processes. From the various reports of the Internal Auditors, the Audit Report on the Annual Financial Statements, and the management letter of the Auditor-General, it was noted that no significant or material non-compliance with prescribed policies and procedures have been reported. Accordingly, we can report that the system of internal control for the period under review was efficient and effective.

3. RISK MANAGEMENT

The Audit Committee is satisfied that the municipality has efficient and effective of risk management systems which are driven through the implementation of risk management strategy.

4. The quality of in year management and monthly or quarterly reports submitted in terms of the MFMA

The Audit Committee is satisfied with the content and quality of monthly and quarterly reports prepared and issued by the Accounting Officer of the municipality during the year under review.

5. PERFORMANCE INFORMATION

The Audit Committee is not satisfied with the content and quality of annual performance information reports prepared and issued by the municipality during the year under review.

6. EVALUATION OF FINANCIAL STATEMENTS

The Audit Committee has:

- reviewed and discussed the annual financial statements to be included in the annual report, with the Auditor-General and the Accounting Officer;

On behalf of the Audit Committee

MA Mashego

Chairperson of the Audit Committee

6.4 Follow up on Audit General Report 2011/12

Query No	Description of findings	Route Cause	Responsible Manager	Recommendation	Action Plan/ Management comment	Progress and Target Date
1	PROPERTY PLANT AND EQUIPMENT					
1.1	Incorrect calculation of cost of acquisition					
	The cost of acquisition of asset was capitalised at 90% of the cost per the supplier invoice and did not include the 10% retention fee. Project expenditure was overstated by R42 700 and depreciation understated by R1 284 in the statement of Financial Position.	Oversight by management	CFO	The asset register should be updated to ensure the accurate capitalisation of cost of property, plant and equipment is in accordance with GRAP 17.		Jun-13
1.2	Inaccurate calculation of depreciation					
	Depreciation calculation of property ,plant and equipment items were inaccurately calculated and captured. Depreciation was understated by R36 258.00 in the Statement Of Financial Performance.	Oversight by management	CFO	The system should be reconfigured to calculate depreciation from the day the asset is available for use. An assessment should be performed on aquired PPE, and in case of inaccuracies necessary adjustments should be made in the statement of financial performance.		Jun-13
1.3	Intangible assets					

	Software costs incorrectly capitalised as a separate identifiable intangible asset,once off license fee incorrectly expensed and not capitalised as part of the property, plant and equipment.	Oversight in the calculation of cost of acquired property, plant and equipment.	CFO	The asset register should be updated to ensure the accurate capitalisation of cost of property,plant and equipment is in accordance with GRAP 17. The necessary journals should be effected to correct the financial statements.		Jun-13
1.4	RECEIVABLES					
Overstatement of Trade Receivables and Provision for Doubtful Debts						
	The municipality raised interest on outstanding debt from the date that the debt prescribed from June 2010 until 2012.Provision for doubtful debt is overstated.	Divisional Manager Legal & Administration did not inform the Accounting Officer of the rules of prescription regarding the long outstanding debt.	CFO	Interest raised from June 10 to June 12 should be reversed and accounted as prior period error. Trade debtor balance and the provision for doubtful debts should be derecognised as the debt.		Jun-13
1.5	REVENUE					
Incomplete disclosure of donations received						
	Capital expenditure of R63 859.00 were received free of charge in the financial year 11/12. The donation received was not recognised in the SFP in 11/12 financial year,but erroneously recorded the transactions against project expenditure.	Oversight by Divisional Manager Expenditure.	CFO	Donation should be disclosed as part of revenue in the SFP and transfer of donation received and depreciation between donations and public contributions reserve and Accumulated Surplus reserve should be made in Satement of Changes in Net Assets.		Jun-13
1.6	EMPLOYEE COSTS					
Inadequate internal controls over leave management						

	Leave request forms approved after capturing on the system. No evidence of approval of leave. Leave approved after taken. Leave request forms not included in employee file.	Managers and supervisor not properly checking the leave prior approval. Incorrect filing.	CSSS	Management must ensure that leave request forms are captured on the system prior approval, and that leave forms are filed in the employees files. Managers should ensure that all leave approved prior to the leave being taken		Jun-13
1.7	Inconsistency between planning and reporting documents					
	Indicators not consistent with the indicators as per the approved service delivery and budget implementation plan.	Non compliance with the Municipal System Act.	CFO	Management should ensure that reported information is consistent with the planned indicators as per the service delivery and budget implementation plan.		Jun-13
1.8	Measures taken to improve performance were not explained in the annual performance					
	The measure taken to improve the performance was not included in the annual performance report, which consequently results in measures taken to improve performance were not supported by adequate evidence.	Non compliance with the Municipal System Act.	DM(SSP)	The annual report should include explanations where targets were not achieved.		Jun-13
1.9	Non-publication of approved SDBIP					
	The Municipal Manager did not make public the approved service delivery and budget implementation plan.	Lack of monitoring of compliance with laws regulations relating to predetermined objectives.	DM(SSP)	The Municipal Manager must ensure that the approved service delivery and budget implementation plan is made public after it has been approved by the Mayor.		Jun-13
1.10	Reported performance not supported by evidence					

	There were no supporting evidence provided to substantiate the actual performance for number of disaster management campaign held and number of fire awareness campaigns conducted indicators as reported in the annual performance report.	Oversight by management.	DM(SSP)	The reported actual performance should be supported by accurate and complete records.		Jun-13
2	INVENTORY					
2.1	Lack of internal controls to identify variances at year end					
	The inventory registers are not adequately maintained to ensure the determination of theoretical stock at year end to be compared to the actual stock on hand.	Lack of adequate inventory monitoring.	CFO / ALL	All departments should maintain an inventory register.		Jun-13
2.2	EMPLOYEE COSTS					
	Overtime policy is not in line with the BCEA					
	The municipality overtime policy paragraph 10.4 states that employees will be paid double pay for working more than four hours on Saturdays and Public holidays. The provision is in contravention with the of the BCEA.	Oversight by management.	CSSS	Management should ensure that the overtime policy is adjusted to be in line with the requirements of the BCEA.		Jun-13
2.3	Incomplete records of employees in employee files					
	It was noted that employee number 21013 did not have a copy of the identity document included in the file.	Lack of proper filing.	CSSS	Management must ensure that the employee files are complete and include all relevant documentations.		Jun-13
2.4	Inconsistent employee data information					

	The identity number of the employee per employment contract and payroll system differed from that of the copy of the identity document included in the employee file.	Untimeous update of employee personnel and data files.	CSSS / CFO	Management should ensure that employee information in the payroll system and the employee file is consistent and that any changes in employee details are timeously updated.		Jun-13
2.5	Lack of IT governance framework					
	The municipality does not have IT governance framework in place.	IT governance processes not fully undertaken and implemented.	CSSS	Management should develop and implement an IT governance framework.		Jun-13

GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give <i>"full and regular"</i> reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe <i>"what we do"</i> .
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General Key performance indicators	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.

Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	<ul style="list-style-type: none"> • Service delivery & infrastructure • Economic development • Municipal transformation and institutional development • Financial viability and management • Good governance and community participation
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.

Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality’s delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	<p>One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area.</p> <p>Section 1 of the MFMA defines a “vote” as:</p> <p><i>a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and</i></p> <p><i>b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</i></p>

APPENDICES

APPENDIX A – COUNCILLORS; COMMITTE ALLOCATION AND COUNCIL ATTENDANCE
APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES
APPENDIX C – THIRD TIER ADMINISTRATIVE STRUCTURE
APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY
APPENDIX E – WARD REPORTING
APPENDIX F – WARD INFORMATION
APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE 2008/09
APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS
APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE
APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS
APPENDIX K – REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE
APPENDIX K(i) – REVENUE COLLECTION PERFORMANCE BY VOTE
APPENDIX K(ii) – REVENUE COLLECTION PERFORMANCE BY SOURCE
APPENDIX L – CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG
APPENDIX M – CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES
APPENDIX M(i) – CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME
APPENDIX M(ii) – CAPITAL EXPENDITURE – UPGRADE/RENEWAL PROGRAMME
APPENDIX N – CAPITAL PROGRAMME BY PROJECT 2008/09
APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD 2008/09
APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS
APPENDIX Q – SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION
APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY
APPENDIX S – DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA S71
APPENDIX T _ PERFORMANCE REPORT

**VOLUME II:
ANNUAL
FINANCIAL
STATEMENTS**

Surveillance and prevention of communicable diseases, excluding OTHER RELATED WITH ROBBERY	None	Kidnapping	Crime Injuries	Car and Truck jacking	Public violence Culpable Homicide
---	------	------------	----------------	-----------------------	--------------------------------------

3.66 FIRE

3.67 DISASTER MANAGEMENT

COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD

APPENDICES

APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Councillors, Committees Allocated and Council Attendance						
No	Council Members	Full Time / Part Time FT/PT	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
					%	%
1	J. J. Abrie	PT	Planning and Economic Development	Cope	50%	75%
2	K. J. Baloyi	FT	Budget and Treasury	ANC	87.50%	100%
3	A. F. Basson	PT	Infrastructure Development	DA	87.50%	0%
4	F. M. Masalesa	PT	Social Development	DA	88%	0%
5	B. S. Mhlanga	PT	Social Development	ANC	75%	50%
6	R. Z. Moeletsi	PT	Community Services	ANC	50%	50%
7	N. R. Mogotlane	FT		ANC	50%	100%
8	M.M.A Mogotsi	PT	Special Projects	ANC	88%	0%

9	S. M. Molekwa	FT	Planning and Economic Development	ANC	75%	50%
10	M. A. D. Monama	FT		ANC	88%	0%
11	R.L.R Monoa	PT	SPEcial Projects	ANC	100%	
12	M. L. Moremi	PT	Transformation and Administration	ANC	88%	0%
13	N. S Morumodi	FT	Transformation and Administration	ANC	75%	0%
14	M. N. Sethoga	PT	Special Projects	ANC	100%	
15	K. L. Kganyago	PT	Transformation and Administration	ANC	100%	
16	G.B. Koadi	PT	Community Services	ANC	38%	20%
17	K.S. Lamola	FT	Infrastructure Development	ANC	100%	
18	L. J. Lebelo	PT	Budget and Treasury	ANC	88%	100%
19	H. Ledwaba	PT	Budget and Treasury	ANC	100%	
20	R. L. Mahlaela	PT	Community Services	ANC	75%	50%
21	L.S. Manamela	PT	Transformation and Administration	DA	50%	75%
22	M. E. Manganyi	PT	Planning and Economic Development	ANC	100%	
23	G. Mojela	PT	Infrastructure Development	ANC	63%	67%
24	R. N. Monene	PT	Infrastructure Development	ANC	75%	100%

25	D. P. Motlouneng	PT	Social Development	APC	75%	100%
26	L. N. Ngwetjana	PT	Infrastructure Development	ANC	75%	0%
27	M. P. Nyama	PT	Community Services	DA	50%	25%
28	M. D. Phokela	PT	Special Projects	DA	100%	
29	R. M. Radebe	PT	Community Services	ANC	100%	
30	R. A. Ramogale	PT	Budget and Treasury	ANC	100%	
31	P. A. Scruton	PT	Budget and Treasury	DA	50%	25%
32	M.J. Selokela	PT	Social Development	ANC	50%	25%
33	M. J. Sekhu	PT	Social Development	ANC	100%	
34	M. M.Moseamedi	PT	Planning and Economic Development	ANC	88%	0%
35	S. C. Sikwane	PT	Transformation and Administration	ANC	100%	

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

Third Tier Structure	
Directorate	Director/Manager (State title and name)
Office of the Municipal Manager	Municipal Manager : MV Letsoalo
Budget and Treasury Office	Chief Financial Officer : N Laubscher
Infrastructure Development	Manager : MS Mathunyane
Planning & Economic Development	Manager : M Moatshe
Social Development and Community Services	Manager : ML Mokonyane
Office of the Executive Mayor	Manager : P Makondo
Corporate Support & Shared Services	Acting Manager: OP Sebola

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	No	
Building regulations	No	
Child care facilities	No	
Electricity and gas reticulation	No	
Firefighting services	Yes	
Local tourism	No	
Municipal airports	No	
Municipal planning	Yes	
Municipal health services	Yes	
Municipal public transport	Yes	
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 law	No	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No	
Stormwater management systems in built-up areas	No	
Trading regulations	No	
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	No	

Continued from previous page

Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
Constitution Schedule 5, Part B functions:		
Beaches and amusement facilities	No	
Billboards and the display of advertisements in public places	No	
Cemeteries, funeral parlours and crematoria	No	
Cleansing	No	
Control of public nuisances	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	No	
Markets	No	
Municipal abattoirs	Yes	
Municipal parks and recreation	No	
Municipal roads	No	
Noise pollution	No	
Pounds	No	
Public places	No	
Refuse removal, refuse dumps and solid waste disposal	No	
Street trading	No	
Street lighting	No	
Traffic and parking	No	
* If municipality: indicate (yes or No); * If entity: Provide name of entity		T D

APPENDIX E – WARD REPORTING

Functionality of Ward Committees					
Ward Name (Number)	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	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
					T E

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 and detail	Start Date	End Date	Total Value
	Not applicable	Not applicable	Not applicable	R000
				T F.1

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE 2008/09

Municipal Audit Committee Recommendations

Date of Committee	Committee recommendations during 2011/12	Recommendations adopted (enter Yes); not adopted (provide explanation)
24-Aug-2011	1. Internal Audit to develop a form for declaration of interest by Audit Committee members.	Adopted and implemented
	2. Quarterly financial reports referred to the Audit Committee that took place in January 2012	Adopted and implemented
	3. The pre-audited Financial Statements for 2010/11 financial year to be approved by the Audit Committee.	Adopted and implemented
	4. Internal Audit Plan for 2011/12 Financial Year was approved by the Audit Committee. Progress on the implementation of the plan to be presented during the Audit Committee meetings. Detailed audit report to be attached on the Audit Committee Executive Summary Reports	Adopted and implemented

	5.Alignment of risks with the internal audit projects and adjustments of those on the Internal Audit Plan.	Adopted and implemented
	6. Follow-up report on issues raised by the Internal Audit. Management Committee to resolve all outstanding issues.	Adopted and implemented
	7.Additional posts for Internal Audit Unit should be budgeted for in 2012/13 Financial Year.	Adopted and implemented
12-Dec-2011	1. Internal Audit to develop a format that will be used for the evaluation of Audit Committee after every meeting.	Adopted and implemented
	2.Chief Internal Auditor to forward the draft contracts to the Audit Committee for inputs. The contracts will be signed upon agreement by the Audit Committee members.	Adopted and implemented
	3. The Financial statements for the 2011/12 Financial Year shall be presented in the next Audit Committee meeting scheduled to take place on 24 August 2012.	Adopted and implemented
	4. Additional post for Internal Audit has been budgeted for 2012/12 Financial Year.	Adopted and implemented
23-Apr-2012	1. Report on money paid by the municipality to the contracted lawyers in the Audit Committee to take place in June 2012.	Adopted and implemented
	2.Chairperson of the Risk Management Committee should report on the risk item in the future Audit Committee meetings.	Adopted and implemented
	3.Follow-up report on issues raised by the Internal Audit Unit and the Auditor General to resolve outstanding issues.	Adopted and implemented
27-Jun-2012	1. The Annual Procurement Plan for the municipality to assist to monitor progress on the implementation of the plan.	Adopted and implemented

	2. Audit Committee should review the 2011/12 Financial Statements prior to finalisation and submission to the Auditor General.	Adopted and implemented
	3. Follow-up report on issues raised by the Internal Audit Unit and the Auditor General to resolve outstanding issues.	Adopted and implemented
	4. Progress report on implementation of audit projects. The Audit Committee advised that the IT Project be considered as a roll-over project and a report to that effect be submitted in the next Audit Committee meeting.	Adopted and implemented
	5. The draft Annual Performance Report and the Performance Review Schedule shall be presented to the Audit Committee meeting to take place in August 2012. Fourth quarter assessment report will be presented in the special Audit Committee.	Adopted and implemented
T G		

APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

Long Term Contracts (20 Largest Contracts Entered into 2011/12)					
R' 000					
Name of Service Provider (Entity or Municipal Department)	Description of Services Rendered by the Service Provider	Start Date of Contract	Expiry date of Contract	Project manager	Contract Value
Three Diamonds TA Northern Telecom	Supply and Installation of telephone system	1-Feb-2008	28-Feb-2013	OP Sebola	R220,544
Fawcett Security Services	Provision of security services	1-Jul-2009	30-Jun-2012	OP Sebola	R851, 508
Institute for Performance Management	Development and implementation of automated PMS	1-Jul-2009	30-Jun-2012	RP Molebalo	R1,738,705
Badiredi Travel	Provision of travel and accomodation services	1-Nov-2011	30-Oct-2014	OP Sebola	R3,149,072
Verveen Attorneys	Provision of legal services	22-Nov-2011	30-Oct-2014	OP Sebola	R223,402
AON Risk Services South Africa	Provision of insurance services	30-Jun-2009	30-Jun-2012	M Ngoepe	R745,071
First National Bank	Provision of banking services	3-Sep-2009	30-Oct-2014	N Laubscher	R57,148
Data Master T/A Zerox	Leasing of photocopying machine	6-Jul-2010	31-Jul-2013	OP Sebola	R600,984
Human Communications	Provsion of advertising services	1-Dec-2010	30-Nov-2013	OP Sebola	R167,108
De Loite and Touche	Anti-Fraud hotline services	19-Oct-2009	31-Mar-2012	MF Mphahlele	R79,824
Munsoft (Pty) Ltd	Implementation of automated IFMS	7-Sep-2011	30-Aug-2031	N Laubscher	R4,375,100
Fawcett Security Services	Extension of security services	2-Nov-2009	30-Jun-2012	OP Sebola	R851, 508
Fawcett Security Services	Extension of security services	2-Nov-2009	30-Jun-2012	OP Sebola	R851, 508

Data Master T/A Zerox	Extension of leasing services of photocopier	30-Nov- 2010	31-Jul- 2013	OP Sebola	R600,984
AON Risk Services South Africa	Extension of insurance services	2-Nov- 2009	30-Jun- 2012	M Ngoepe	R745,07 1
Global Business Solutions	Donor Funding	2-Nov- 2009	30-Nov- 2012	N Laubsch er	R00

Public Private Partnerships Entered into 2011/12					
					R' 000
Name and Description of Project	Name of Partner(s)	Initiation Date	Expiry date	Project manager	Value 2011/12
None	None	None	None	None	R' 000
					T H.2

APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

Insert table note advising municipalities to include scorecards.

APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS

APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE

APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE

PPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

COMMENT ON CONDITIONAL GRANTS EXCLUDING MIG:

Delete Directive note once comment is complete – Use this box to provide additional information on grant benefits or conditions and reasons for acceptance.

TL.1

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

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

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

APPENDIX N – CAPITAL PROGRAMME BY PROJECT 2008/09

APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD 2008/09

APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS

APPENDIX Q – SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION

APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY

APPENDIX S – DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA S71

APPENDIX T – PRESEDENTIAL OUTCOME FOR LOCAL GOVERNMENT

WATERBERG DISTRICT MUNICIPALITY

GENERAL INFORMATION

Members of the Council

N.R. Mogotlane
M.A.D. Monama
N.S. Murumudi
S. Lamola
K.J. Baloyi
M.M.A. Mogotsi
B.S. Mhlanga
R.Z. Moelets
M.L. Moremi
S.M. Molekwa

Mayor
Speaker
Chief Whip
Member of the Mayoral Committee
Member of the Mayoral Committee
Member of the Mayoral Committee
Member of the Mayoral Committee
Member of the Mayoral Committee
Member of the Mayoral Committee

Municipal Manager

M.V. Letsoalo

Chief Financial Officer

N. Laubscher

Grading of the District Municipality

Grade 3

Auditors

Auditor - General

Bankers

First National Bank

Physical Address

Harry Gwala Street
Modimolle
0510

Postal Address

Private Bag X1018
Modimolle
0510

Telephone Number

(014) 718 3300

Fax Number

086 529 4621

E-mail address

nlaubscher@waterberg.gov.za

WATERBERG DISTRICT MUNICIPALITY

STATEMENT OF FINANCIAL POSITION AT 30 JUNE 2012

	Note	2012 R	2011 R
ASSETS			
Current assets			
		124 877 858	131 156 603
Cash and cash equivalents	1	97 739 482	108 911 660
Trade and other receivables from exchange transactions	2	10 970	22 594
Other receivables from non-exchange transactions	3	1 943 442	954 763
Inventory	4	99 994	93 134
Held-to-maturity investments	5	20 286 830	18 084 987
VAT receivable	6	4 723 043	3 062 714
Non-current assets held for sale	7	74 097	26 751
		60 109 774	53 269 687
Non-current assets			
Non-current receivables	8	34 775	2 025
Property, plant and equipment	9	57 449 743	51 632 039
Intangible assets	10	2 625 256	1 635 623
		184 987 632	184 426 290
Total assets			
LIABILITIES			
Current liabilities			
		10 874 219	10 429 914
Trade- and other payables	11	8 487 375	5 875 061
Consumer deposits	12	1 550	1 550
Provisions	13	280 672	-
Unspent conditional grants and receipts	14	670 256	3 290 647
Current portion of retirement health care liability	15	1 223 481	1 186 475
Current portion of long service awards liability	16	210 885	76 181
		12 851 777	12 311 552
Non-current liabilities			
Retirement health care liability	15	11 608 729	11 105 771
Long service awards liability	16	1 243 048	1 205 781
		23 725 996	22 741 466
Total liabilities			
		161 261 636	161 684 824
Net assets			
NET ASSETS			
		161 261 636	161 684 824
Retained surplus and other reserves		161 261 636	161 684 824
Accumulated surplus and other reserves	29	161 261 636	161 684 824
		161 261 636	161 684 824
Total net assets			

WATERBERG DISTRICT MUNICIPALITY

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2012

	Note	2012 R	2011 R
REVENUE			
Service charges	17	652 212	607 783
Interest earned - external investments	18	7 401 552	8 252 553
Interest earned - outstanding receivables	19	36 651	30 095
Government and other grants	20	99 297 570	97 037 325
Public contributions and donations	21	200 000	-
Gain on disposal of assets	22	10 607	-
Reversal of impairment loss on assets	23	58 167	3 640
Other income		204 750	192 658
Total Revenue		107 861 509	106 124 054
EXPENDITURE			
Employee related costs	24	(43 351 405)	(37 950 528)
Remuneration of councillors	25	(4 978 982)	(3 824 518)
Post-retirement health care expenditure	15	(965 374)	(3 001 922)
Long-service award expenditure	16	(451 731)	(389 675)
Provision for doubtful debt		(35 434)	(29 596)
Depreciation and amortisation	26	(5 106 721)	(4 181 612)
Impairment of assets	23	(142 748)	-
Repairs and maintenance		(778 996)	(481 058)
Contracted services	27	(11 987 004)	(8 388 959)
General expenses	28	(14 178 888)	(11 580 134)
Project expenditure		(26 298 569)	(19 807 768)
Loss on disposal of Assets	22	(8 845)	(230 403)
Total Expenditure		(108 284 697)	(89 866 173)
(LOSS) / SURPLUS FOR THE YEAR		(423 188)	16 257 881

Refer to Appendix E(1) for the comparison with the approved budget

WATERBERG DISTRICT MUNICIPALITY

STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED 30 JUNE 2012

	Note	<u>Revaluation Reserve</u>	<u>Accumulated Surplus and Other Reserves</u>	<u>Total</u>
	R	R	R	R
2011				
Balance at 1 July 2010		-	145 426 943	145 426 943
Net surplus for the year				
Capital grants used to obtain PPE			16 257 881	16 257 881
Donated/contributed PPE			-	-
Disposal of assets			-	-
Offsetting of Depreciation			-	-
Balance at 30 June 2011		-	161 684 824	161 684 824
2012				
Balance as at 1 July 2011		-	161 684 824	161 684 824
Net surplus for the year				
Capital grants used to obtain PPE			(423 188)	(423 188)
Donated/contributed PPE			-	-
Disposal of assets			-	-
Offsetting of Depreciation			-	-
Reversal of impairment on donated asset			-	-
Balance at 30 June 2012		-	161 261 636	161 261 636

Note 29

WATERBERG DISTRICT MUNICIPALITY

CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2012

	Note	2012 R	2011 R
CASH FLOW FROM OPERATING ACTIVITIES			
Cash receipts:			
Sales of goods and services		703 963	593 460
Grants		96 677 179	98 154 511
Interest received		7 438 203	8 282 648
Other receipts		129 190	176 174
Payments:			
Employee costs		(48 240 640)	(41 533 054)
Suppliers		(12 205 071)	(9 224 963)
Project expenditure		(25 463 587)	(19 925 349)
Fire fighting expenditure		(10 830 327)	(8 739 012)
Vat		(1 660 326)	(340 755)
Other payments		(3 771 327)	(2 577 893)
Net cash flows from operating activities	30	2 777 257	24 865 767
CASH FLOW FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment		(10 485 324)	(6 724 095)
Purchase of intangible assets		(1 246 736)	(876 324)
Proceeds on sale of property, plant and equipment		17 218	6 117
Proceeds from recovery of investments		-	3 640
Decrease/(Increase) in held-to-maturity investments		(2 201 843)	4 017 758
(Increase) / Decrease in long term receivables		(32 750)	-
Net cash flows from investing activities		(13 949 435)	(3 572 904)
Net increase in net cash and cash equivalents		(11 172 178)	21 292 863
Net cash and cash equivalents at beginning of year		(108 911 660)	(87 618 797)
Net cash and cash equivalents at end of year	31	97 739 482	108 911 660

**WATERBERG DISTRICT MUNICIPALITY
ACCOUNTING POLICIES OF THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2012**

1. BASIS OF ACCOUNTING

1.1 BASIS OF PRESENTATION

The annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention, but some components are measured at fair value as indicated in subsequent accounting policy notes.

The financial statements have been prepared in accordance with Standards of Generally Recognised Accounting Practices (GRAP) prescribed by the Minister of Finance in terms of:

- *Government Notice 991 of 2005, issued in Government Gazette no. 28095 of 15 December 2005;*
- *Government Notice 992 of 2005, issued in Government Gazette no. 28095 of 15 December 2005; and*
- *Government Notice 516 of 2008, issued in Government Gazette no. 31021 of 9 May 2008.*
- *Government Notice 80 of 2011, issued in Government Gazette no. 33991 of 2 February 2011.*

The effective standards comprise of the following:

GRAP 1	Presentation of Financial Statements
GRAP 2	Cash Flow Statements
GRAP 3	Accounting Policies, Changes in Accounting Estimates and Errors
GRAP 4	The Effects of Changes in Foreign Exchange Rates
GRAP 5	Borrowing Costs
GRAP 6	Consolidated and Separate Financial Statements
GRAP 7	Investments in Associates
GRAP 8	Interests in Joint Ventures
GRAP 9	Revenue from Exchange Transactions
GRAP 10	Financial Reporting in Hyperinflationary Economies
GRAP 11	Construction Contracts
GRAP 12	Inventories
GRAP 13	Leases
GRAP 14	Events After the Reporting Date
GRAP 16	Investment Property
GRAP 17	Property, Plant and Equipment
GRAP 19	Provisions, Contingent Liabilities and Contingent Assets
GRAP 100	Non-current Assets Held for Sale and Discontinued Operations
GRAP 101	Agriculture
GRAP 102	Intangible Assets

Directives and Guidelines form part of the GRAP Reporting Framework. The ASB Directives and Guidelines applicable to Waterberg District Municipality comprise the following:

Directive 1	Repeal of Existing Transitional Provisions in, and Consequential Amendments to, Standards of GRAP
Directive 4	Transitional Provisions for the Adoption of Standards of GRAP by Medium and Low Capacity Municipalities
Directive 5	Determining the GRAP Reporting Framework
Directive 7	The Application of Deemed Cost on the Adoption of the Standards of GRAP

**WATERBERG DISTRICT MUNICIPALITY
ACCOUNTING POLICIES OF THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2012**

1. BASIS OF ACCOUNTING *(continued)*

1.1 BASIS OF PRESENTATION *(continued)*

Effective accrual based IPSASs considering the provisions in paragraphs 16 to 19 of Directive 5 applicable to Waterberg District Municipality comprise the following:

IPSAS 20	Related Party Disclosures
IPSAS 21	Impairment of Non-cash generating assets

Effective IFRSs and IGRAPs that are applied considering the provisions in paragraphs 21 to 27 of Directive 5 applicable to Waterberg District Municipality comprise the following:

IFRS 7	Financial Instruments: Disclosures
IAS 19	Employee Benefits
IAS 32	Financial Instruments: Presentation
IAS 36	Impairment of Assets
IAS 39	Financial Instruments: Recognition and Measurement
IGRAP 1	Applying the probability test on initial recognition of exchange revenue
IGRAP 3	Determining whether an Arrangement contains a Lease
IGRAP 14	Evaluating the substance of transactions involving the legal form of a lease

Accounting policies for material transactions, events or conditions not covered by the above GRAP Standards have been developed in accordance with section 29 of ASB Directive 5 and paragraph 12 of GRAP 3.

GAMAP 9 Revenue Section 29 to 54 pertaining to revenue from rates, fines, government grants, other grants, donations received and levies are not yet withdrawn as GRAP 9 only applies to exchange revenue and GRAP 23 Revenue from non-exchange transactions is not yet effective.

The principal accounting policies adopted in the preparation of these annual financial statements are set out below.

The accounting policies applied are consistent with those used in the previous financial year, unless explicitly stated.

Assets, liabilities, revenues and expenses have not been offset except when offsetting is required or permitted by a Standard of GRAP.

1.2 STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE

The following GRAP standards have been issued but are not yet effective, but may be considered for early adoption:

These standards are effective for financial years commencing on or after 1 April 2012 as published in *Government Notice* 80 of 2011, issued in *Government Gazette* no. 33991 of 2 February 2011.

GRAP 21	Impairment of non-cash-generating assets
GRAP 23	Revenue from non-exchange transactions
GRAP 24	Presentation of Budget Information in Financial Statements
GRAP 26	Impairment of cash-generating assets
GRAP 103	Heritage Assets
GRAP 104	Financial Instruments

**WATERBERG DISTRICT MUNICIPALITY
ACCOUNTING POLICIES OF THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2012**

1. BASIS OF ACCOUNTING *(continued)*

1.2 STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE *(continued)*

The following GRAP standards have been issued but are not yet effective, but may be considered in formulating an accounting policy:

Effective dates for the following standards have not yet been determined:

GRAP 25	Employee Benefits
GRAP 105	Transfer of functions between entities under common control
GRAP 106	Transfer of functions between entities not under common control
GRAP 107	Mergers

Approved Standards of GRAP that entities are not required to apply:

GRAP 18	Segment Reporting
---------	-------------------

The impact of GRAP standards issued but not yet effective on the financial statements of Waterberg District Municipality in the future are as follows:

- GRAP 18 - This does not deal with the accounting treatment of any particular transaction of events but merely with the re-arrangement of information already presented and disclosed. The impact on the municipality's financial statements would be minimal.
- GRAP 21 - Assessment at every reporting date whether there are indicators that any assets have been impaired, the measurement of impairment losses and reversal of impairment losses. The impact would be minimal as impairment testing is already being performed.
- GRAP 23 - The method or recognition and measurement of revenue from non-exchange transactions, specifically taxes and transfers. The municipality does not have taxes and the accounting policy for the disclosure and measurement of transfers implemented currently by the municipality already adheres to these requirements:
- Revenue is recognized to the extent that conditions have been met;
 - A liability is recognized to the extent that the present conditions have not yet been met.
 - An asset acquired through a non-exchange transaction is initially measured at its fair value as at the date of acquisition.
- GRAP 24 - A comparison of budget and actual amounts as additional budget columns in the primary financial statements and a disclosure note on the explanations of changes between the approved and final budget is required. The impact on the municipality's financial statements would be minimal.
- GRAP 25 - The Standard on Employee Benefits will have no material impact on the financial statements of the municipality as the municipality is adhering to IAS 19 and there is no material change from IAS19 to GRAP25 that is affecting this municipality.
- GRAP 26 - Assessment at every reporting date whether there are indicators that any assets have been impaired, the measurement of impairment losses and reversal of impairment losses. This Standard will be applicable to the Abattoir assets and the impact of this Standard would be minimal at this stage as the abattoir is currently undergoing an upgrade.
- GRAP 103 - This Standard will have no impact on the municipality as the municipality currently has no heritage assets.
- GRAP 104 - The Standard on financial instruments will have no material impact on the financial statements of the municipality as the municipality is adhering to IAS32 and IAS39 and the changes from IAS32 and IAS39 to GRAP104 is not applicable to this municipality.

**WATERBERG DISTRICT MUNICIPALITY
ACCOUNTING POLICIES OF THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2012**

1. BASIS OF ACCOUNTING *(continued)*

1.2 STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE *(continued)*

GRAP 105– The Standard will have no material impact on the financial statements of the municipality as the municipality does not have functions transferred between entities under common control.

GRAP 106 – The Standard will have no material impact on the financial statements of the municipality as the municipality does not have functions transferred between entities under common control.

GRAP 107 – The Standard will have no material impact on the financial statements of the municipality as the municipality has no mergers.

The municipality shall apply these Standards of GRAP for annual financial statements covering periods beginning on or after a date to be determined by the Minister of Finance in a regulation to be published in accordance with section 91(1) (b) of the Public Finance Management Act, Act No. 1 of 1999, as amended.

1.3 PRESENTATION CURRENCY

These annual financial statements are presented in South African Rand, which is the functional currency of the municipality.

1.4 GOING CONCERN ASSUMPTION

These annual financial statements have been prepared on the assumption that the municipality will continue to operate as a going concern for at least the next 12 months.

1.5 COMPARATIVE INFORMATION

Budget information in accordance with GRAP 1, has been provided in an annexure to these financial statements and forms part of the annual financial statements.

When the presentation or classification of items in the annual financial statements is amended, prior period comparative amounts are restated. The nature and reason for the reclassification is disclosed. Where accounting errors have been identified in the current year, the correction is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly. Where there has been a change in accounting policy in the current year, the adjustment is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly.

2 RESERVES

As GRAP 9 does not require that the below reserves be disclosed separately on the Statement of Financial Position, they are disclosed as part of Accumulated Surplus And Other Reserves, but are disclosed separately on the Statements of Changes in Net Assets and note 29.

2.1 Government Grant Reserve

When items of property, plant and equipment are financed from government grants, a transfer is made from the accumulated surplus/(deficit) to the Government Grants Reserve equal to the Government Grant recorded as revenue in the Statement of Financial Performance. When such items of property, plant and equipment are depreciated, a transfer is made from the Government Grant Reserve to the accumulated surplus / (deficit).

**WATERBERG DISTRICT MUNICIPALITY
ACCOUNTING POLICIES OF THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2012**

2 RESERVES *(continued)*

2.1 Government Grant Reserve *(continued)*

The purpose of this policy is to promote community equity by ensuring that the future depreciation expenses that will be incurred over the useful lives of government grant funded items of property, plant and equipment are offset from this reserve to the accumulated surplus/ (deficit).

When an item of property, plant and equipment financed from government grants is disposed, the balance in the Government Grant Reserve relating to such item is transferred to the accumulated surplus / (deficit).

2.2 Donation and Public Contributions Reserve

When items of property, plant and equipment are financed from public contributions and donations, a transfer is made from the accumulated surplus/(deficit) to the Donation and Public Contributions Reserve equal to the donations and public contributions recorded as revenue in the Statement of Financial Performance. When such items of property, plant and equipment are depreciated, a transfer is made from the Donations and Public Contributions Reserve to the accumulated surplus / (deficit). The purpose of this policy is to promote community equity and facilitate budgetary control by ensuring that sufficient funds are set aside to offset the depreciation charges that will be incurred over the estimated useful life of the item of property, plant and equipment financed from donations and public contributions.

When an item of property, plant and equipment, financed from Donations and Public Contributions is disposed, the balance in the Donations and Public Contributions Reserve relating to such item is transferred to the accumulated surplus / (deficit).

3 PROPERTY, PLANT AND EQUIPMENT

3.1 Initial recognition

Property, plant and equipment are tangible non-current assets that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used for more than one year. Items of property, plant and equipment are initially recognised as assets on acquisition date and are initially recorded at cost. The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by the municipality. Trade discounts and rebates are deducted in arriving at the cost.

Where an asset is acquired by the municipality for no or nominal consideration (i.e. a non-exchange transaction), the cost is deemed to be equal to the fair value of that asset on the date acquired.

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, the deemed cost is the carrying amount of the asset(s) given up.

**WATERBERG DISTRICT MUNICIPALITY
ACCOUNTING POLICIES OF THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2012**

3 PROPERTY, PLANT AND EQUIPMENT *(continued)*

3.2 Subsequent measurement – cost model

Subsequent to initial recognition, items of property, plant and equipment are measured at cost less accumulated depreciation and impairment. Land and artwork are not depreciated as it is deemed to have an indefinite useful life.

Subsequent expenditure is capitalised when it increases the capacity of future economic benefits associated with the asset.

Where the municipality replaces parts of an asset, it derecognizes the part of the asset being replaced and capitalizes the new component. Subsequent expenditure incurred on an asset is capitalized when it increases the capacity or future economic benefits associated with the asset.

3.3 Depreciation and impairment

Depreciation is calculated on cost minus the residual value, using the straight-line method, over the estimated useful lives of the assets. The annual depreciation rates are based on the following estimated asset lives:

	<u>Years</u>
Bins and Containers	7
Buildings and Facilities	7 to 30
Computer Equipment	5 to 10
Emergency Equipment	5 to 10
Furniture and Fittings	5 to 15
Office Equipment	5 to 10
Plant and Equipment	4 to 10
Motor Vehicles	5 to 20
Specialized vehicles	7 to 20

GRAP 17 was initially adopted on 1 July 2008. This measurement exemption was utilized up to the 09/10 financial statements, but the exemptions was implemented retrospectively on 1 July 2010.

Residual values and estimated remaining useful lives have thus been implemented retrospectively in the previous financial year. The municipality has also accounted for the impairment of assets in terms of GRAP21, GRAP26 and IAS36 Impairment of cash-generating and non-cash-generating assets. Assets have also been tested for impairment. Residual values and remaining useful lives are reviewed annually and implemented prospectively henceforth.

3.4 Derecognition

Items of Property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset. The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying value/residual value and is recognised in the Statement of Financial Performance.

**WATERBERG DISTRICT MUNICIPALITY
ACCOUNTING POLICIES OF THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2012**

4 INTANGIBLE ASSETS

4.1 Initial recognition

An intangible asset is an identifiable non-monetary asset without physical substance. Examples include computer software, licenses, and development costs. The municipality recognises an intangible asset in its Statement of Financial Position only when it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the municipality and the cost or fair value of the asset can be measured reliably.

Internally generated intangible assets are subject to strict recognition criteria before they are capitalized. Research expenditure is never capitalized, while development expenditure is only capitalized to the extent that:

- the municipality intends to complete the intangible asset for use or sale;
- it is technically feasible to complete the intangible asset;
- the municipality has the resources to complete the project; and
- it is probable that the municipality will receive future economic benefits or service potential.

Intangible assets are initially recognised at cost.

Where an intangible asset is acquired by the municipality for no or nominal consideration (i.e. a non-exchange transaction), the cost is deemed to be equal to the fair value of that asset on the date acquired.

Where an intangible asset is acquired in exchange for a non-monetary asset of monetary assets or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, the deemed cost is the carrying amount of the asset(s) given up.

4.2 Subsequent measurement – cost model

Intangible assets are subsequently carried at cost less accumulated amortisation and impairments. The cost of an intangible asset is amortised over the useful life where that useful life is finite. Where the useful life is infinite, the asset is not amortised but is subject to an annual impairment test.

4.3 Amortisation

Amortisation is charged so as to write off the cost or valuation minus residual value of intangible assets over their estimated useful lives using the straight line method. The annual amortisation rates are based on the following estimated average asset lives:

	<u>Years</u>
Computer software	3 to 25 years depending on the individual review of each asset's useful life

The residual values, amortization period and the amortization method for intangible assets with a finite useful life are reviewed at each reporting date and any changes are recognized as a change in accounting estimate in the Statement of Financial Performance.

**WATERBERG DISTRICT MUNICIPALITY
ACCOUNTING POLICIES OF THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2012**

4 INTANGIBLE ASSETS *(continued)*

4.3 Amortisation *(continued)*

The municipality test intangible assets with finite useful lives for impairment where there is an indication that an asset may be impaired. An assessment of whether there is an indication of possible impairment is done annually. Where the carrying amount of an item of intangible assets is greater than the estimated recoverable amount (or recoverable service amount), it is written down to its recoverable amount (or recoverable service amount) and an impairment loss is charged to the Statement of Financial Performance.

4.4 Derecognition

Intangible assets are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset. The gain or loss arising on the disposal or retirement of an intangible asset is determined as the difference between the sales proceeds and the carrying value/residual value and is recognised in the Statement of Financial Performance.

5 NON-CURRENT ASSETS HELD FOR SALE

5.1 Initial recognition

Non-current assets and disposal groups are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset (or disposal group) is available for immediate sale in its present condition. Management must be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year from the date of classification.

5.2 Subsequent measurement

Non-current assets held for sale (or disposal group) are measured at the lower of carrying amount and fair value less costs to sell.

A non-current asset is not depreciated (or amortised) while it is classified as held for sale, or while it is part of a disposal group classified as held for sale.

6 INVENTORY

6.1 Initial recognition

Inventories comprise current assets held for consumption during the ordinary course of business. Inventories are initially recognised at cost. Cost generally refers to the purchase price, plus taxes, transport costs and any other costs in bringing the inventories to their current location and condition.

**WATERBERG DISTRICT MUNICIPALITY
ACCOUNTING POLICIES OF THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2012**

6 INVENTORY *(continued)*

6.2 Subsequent measurement

Inventories, consisting of consumables are valued at the lower of cost and net realisable value. Redundant and slow-moving inventories are identified and written down in this way. Differences arising on the valuation of inventory are recognised in the Statement of Financial Performance in the year in which they arose. The amount of any reversal of any write-down of inventories arising from an increase in net realisable value or current replacement cost is recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

The carrying amount of inventories is recognised as an expense in the period that the inventory was sold, distributed, written off or consumed, unless that cost qualifies for capitalisation to the cost of another asset.

7 FINANCIAL INSTRUMENTS

7.1 Initial recognition

Financial instruments are initially recognized at fair value.

7.2 Subsequent measurement

Financial Assets are categorised according to their nature as either financial assets at fair value through profit or loss, held-to maturity, loans and receivables, or available for sale. Financial liabilities are categorised as either at fair value through profit or loss or financial liabilities carried at amortised cost ("other"). The subsequent measurement of financial assets and liabilities depends on this categorisation and is in accordance with IAS 36, IAS39 and IFRS7.

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and a fixed maturity that the municipality has the positive intention and ability to hold to maturity. The investments are disclosed as Held-to-maturity investments which are subsequently measured at amortised cost.

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance sheet date. These are classified as non-current assets.

Amortised cost is calculated using the effective interest method.

7.3 Investments

Investments, which include fixed deposits and short-term deposits invested in registered commercial banks, are categorised as either held-to-maturity where the criteria for that categorisation are met, or as loans and receivables, and are measured at amortised cost. Where investments have been impaired, the carrying value is adjusted by the impairment loss, which is recognised as an expense in the period that the impairment is identified. Impairments are calculated as being the difference between the carrying amount and the present value of the expected future cash flows flowing from the instrument. On disposal of an investment, the difference between the net disposal proceeds and the carrying amount is charged or credited to the Statement of Financial Performance.

**WATERBERG DISTRICT MUNICIPALITY
ACCOUNTING POLICIES OF THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2012**

7 FINANCIAL INSTRUMENTS *(continued)*

7.4 Trade and other receivables

Trade and other receivables are categorised as financial assets: loans and receivables and are initially recognised at fair value and subsequently carried at amortised cost. Amortised cost refers to the initial carrying amount, plus interest, less repayments and impairments. An estimate is made for doubtful receivables based on a review of all outstanding amounts at year-end. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the trade receivable is impaired. Impairments are determined by discounting expected future cash flows to their present value. Amounts that are receivable within 12 months from the reporting date are classified as current. The carrying amount of trade and other receivables is a reasonable approximation of fair value.

An impairment of trade receivables is accounted for by reducing the carrying amount of trade receivables through the use of an allowance account, and the amount of the loss is recognised in the Statement of Financial Performance within operating expenses. When a trade receivable is uncollectible, it is written off. Subsequent recoveries of amounts previously written off are credited against operating expenses in the Statement of Financial Performance.

7.5 Trade and payables

Financial liabilities consist of trade and other payables. They are categorised as financial liabilities held at amortised cost, are initially recognised at fair value and subsequently measured at amortised cost which is the initial carrying amount, less repayments, plus interest. Amounts that are payable within 12 months from the reporting date are classified as current. The carrying amount of trade and other payables is a reasonable approximation of fair value.

7.6 Cash and cash equivalents

Cash includes cash on hand (including petty cash) and cash with banks (including call deposits). Cash equivalents are short-term highly liquid investments, readily convertible into known amounts of cash that are held with registered banking institutions with maturities of three months or less and are subject to an insignificant risk of change in value. For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held on call with banks, net of bank overdrafts. The municipality categorises cash and cash equivalents as financial assets: loans and receivables.

8 PROVISIONS

Provisions are recognised when the municipality has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the provision can be made. Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate.

The municipality does not recognise a contingent liability or contingent asset. A contingent liability is disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. A contingent asset is disclosed where an inflow of economic benefits is probable.

Future events that may affect the amount required to settle an obligation are reflected in the amount of a provision where there is sufficient objective evidence that they will occur. Gains from the expected disposal of assets are not taken into account in measuring a provision. Provisions are not recognised for future operating losses. The present obligation under an onerous contract is recognised and measured as a provision.

**WATERBERG DISTRICT MUNICIPALITY
ACCOUNTING POLICIES OF THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2012**

9 LEASES

9.1 Municipality as lessee

Leases are classified as finance leases where substantially all the risks and rewards associated with ownership of an asset are transferred to the municipality. Property, plant and equipment or intangible assets subject to finance lease agreements are initially recognised at the lower of the asset's fair value and the present value of the minimum lease payments. The corresponding liabilities are initially recognised at the inception of the lease and are measured as the sum of the minimum lease payments due in terms of the lease agreement, discounted for the effect of interest. In discounting the lease payments, the municipality uses the interest rate that exactly discounts the lease payments and unguaranteed residual value to the fair value of the asset plus any direct costs incurred.

Operating leases are those leases that do not fall within the scope of the above definition. Operating lease rentals are accrued on a straight-line basis over the term of the relevant lease. The average payments over the period of the lease are expensed and any difference between the average and actual payment is disclosed as a debtor or creditor in the Statement of Financial Position.

Contingent rentals are not straight-lined or included in the projected future minimum operating lease expenses / receipts in the note to the financial statements.

9.2 Municipality as lessor

Under a finance lease, the municipality recognises the lease payments to be received in terms of a lease agreement as an asset (receivable). The receivable is calculated as the sum of all the minimum lease payments to be received, plus any unguaranteed residual accruing to the municipality, discounted at the interest rate implicit in the lease. The receivable is reduced by the capital portion of the lease installments received, with the interest portion being recognised as interest revenue on a time proportionate basis. The accounting policies relating to derecognition and impairment of financial instruments are applied to lease receivables.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease.

10 REVENUE

10.1 Revenue from exchange transactions

Revenue from exchange transactions is recognized at fair value and refers to revenue that accrued to the municipality directly in return for services rendered / goods sold, the value of which approximates the consideration received or receivable.

Interest is recognised on a time proportion basis, using the effective interest method.

Revenue from the rental of facilities and equipment is recognised on a straight-line basis over the term of the lease agreement.

Revenue arising from the application of the approved tariff charges is recognised when the relevant service is rendered by applying the relevant gazetted tariff.

Revenue from the sale of goods is recognised when substantially all the risks and rewards in those goods are passed to the consumer.

**WATERBERG DISTRICT MUNICIPALITY
ACCOUNTING POLICIES OF THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2012**

10 REVENUE *(continued)*

10.1 Revenue from exchange transactions *(continued)*

Revenue arising out of situations where the municipality acts as an agent on behalf of another entity (the principal) is limited to the amount of any fee or commission payable to the municipality as compensation for executing the agreed services.

10.2 Revenue from non-exchange transactions

Revenue from non-exchange transactions refers to transactions where the municipality received revenue from another entity without directly giving approximately equal value in exchange. Revenue from non-exchange transactions is generally recognised to the extent that the related receipt or receivable qualifies for recognition as an asset and there is no liability to repay the amount.

Revenue from public contributions and donations is recognised when all conditions associated with the contribution have been met or where the contribution is to finance property, plant and equipment, when such items of property, plant and equipment qualifies for recognition and first becomes available for use by the municipality.

Where public contributions have been received but the municipality has not met the related conditions, a deferred income (liability) is recognised.

Contributed property, plant and equipment is recognised when such items of property, plant and equipment qualifies for recognition and become available for use by the municipality. Contributed property, plant and equipment are recognized at fair value.

Revenue from the recovery of unauthorised, irregular, fruitless and wasteful expenditure is based on legislated procedures, including those set out in the Municipal Finance Management Act (Act No.56 of 2003) and is recognised when the recovery thereof from the responsible councilors or officials is virtually certain.

10.3 Grants, transfers and donations

GRAP 9 Revenue from Exchange Transactions only applies to exchange revenue. Therefore, the provision of GAMAP 9 Revenue Section 42 to 49 still applies pertaining to revenue from grants and donations received.

Grants, transfers and donations received or receivable are recognised when the resources that have been transferred meet the criteria for recognition as an asset. A corresponding liability is raised to the extent that the grant, transfer or donation is conditional. The liability is transferred to revenue as and when the conditions attached to the grant are met, to the extent that the Municipality has complied with any of the criteria, conditions or obligations embodied in the agreement. Grants without any conditions attached are recognised as revenue when the asset is recognised.

Unutilised conditional grants are reflected in the Statement of Financial Position as a current liability and are always cash backed.

**WATERBERG DISTRICT MUNICIPALITY
ACCOUNTING POLICIES OF THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2012**

11 UNAUTHORISED EXPENDITURE

Unauthorised expenditure is expenditure that has not been budgeted, expenditure that is not in terms of the conditions of an allocation received from another sphere of government, municipality or organ of state and expenditure in the form of a grant that is not permitted in terms of the Municipal Finance Management Act (Act No.56 of 2003). Unauthorised expenditure is accounted for as an expense in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

12 IRREGULAR EXPENDITURE

Irregular expenditure is expenditure that is contrary to the Municipal Finance Management Act (Act No.56 of 2003), the Municipal Systems Act (Act No.32 of 2000), and the Public Office Bearers Act (Act No. 20 of 1998) or is in contravention of the Municipality's supply chain management policy. Irregular expenditure excludes unauthorised expenditure. Irregular expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

13 FRUITLESS AND WASTEFUL EXPENDITURE

Fruitless and wasteful expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised. Fruitless and wasteful expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

14 EMPLOYEE BENEFITS

14.1 Provision for employee benefits

Provision is made in the financial statements for all employee benefits.

Liabilities for wages and salaries, including non-monetary benefits, bonuses and annual leave obliged to be settled within 12 months of the reporting date, are recognized in other payables or provision for employee benefits in respect of employees' services up to the reporting date and are measured at the amounts expected to be paid when the liabilities are settled. Liabilities for non-accumulating sick leave are recognized when the leave is taken and measured at the rates paid or payable.

The liability for long service leave for which settlement can be deferred beyond 12 months from the reporting date is recognized in the non-current liability for employee benefits and measured as the present value of expected future payment to be made in respect of services provided by employees up to the reporting date. Consideration is given to the expected future wage and salary levels, experience of employee departures and period of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms of maturity and currency that match, as closely as possible, the estimated future cash outflows.

14.2 Pensions and other post-retirement benefits

The municipality provides retirement benefits for its employees and councilors. The municipality has accounted for the defined contribution plan in compliance with IAS19 and GRAP25 Employee Benefits. A defined contribution plan is a pension plan under which the municipality pays fixed contributions into a separate entity.

**WATERBERG DISTRICT MUNICIPALITY
ACCOUNTING POLICIES OF THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2012**

14 EMPLOYEE BENEFITS *(continued)*

14.2 Pensions and other post-retirement benefits *(continued)*

For defined contribution plans, the municipality pays contributions on a mandatory, contractual or voluntary basis. The municipality has no further payment obligations once the contributions have been paid. Accordingly, the Municipality recognises the contributions to the scheme as an expense when the employees and councilors have rendered the employment service or served office entitling them to the contributions.

The municipality also provides post-retirement medical benefits to qualifying retirees. They are recognized in accordance with IAS 19 and GRAP25 on defined benefit plans.

The cost of providing health care is charged to the income statement so as to recognize current and past service costs, interest cost on defined benefit obligations, and the effect of any curtailments or settlements, net of expected returns on plan assets. Actuarial gains and losses are recognized in full directly in the statement of financial performance. Additional benefits are expensed as past service cost in the period in which the benefit is granted to the extent that it is not covered by a surplus to contributions funded by the municipality. The municipality has no plan assets. A liability is consequently recognized in the statement of financial position based on the present value of defined benefit obligations, less any unrecognized past service costs.

15 IMPAIRMENT OF ASSETS

The municipality assesses at each reporting date whether there is any indication that an asset may be impaired. If any such indication exists, the municipality estimates the recoverable service amount of the asset.

Irrespective of whether there is any indication of impairment, the municipality also tests assets with an indefinite useful life or assets not yet available for use for impairment annually by comparing its carrying amount with its recoverable amount. This impairment test is performed during the annual period.

If there is any indication that an asset may be impaired, the recoverable service amount is estimated for the individual asset. If it is not possible to estimate the recoverable service amount of the individual asset, the recoverable service amount of the cash-generating unit to which the asset belongs is determined.

The recoverable service amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use.

If the recoverable service amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable service amount. That reduction is an impairment loss.

An impairment loss of assets carried at cost less any accumulated depreciation or amortisation is recognised immediately in surplus or deficit.

**WATERBERG DISTRICT MUNICIPALITY
ACCOUNTING POLICIES OF THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2012**

15 IMPAIRMENT OF ASSETS *(continued)*

An impairment loss is recognised for cash-generating units if the recoverable service amount of the unit is less than the carrying amount of the unit. The impairment loss is allocated to reduce the carrying amount of the assets of the unit to the assets of the unit, pro rata on the basis of the carrying amount of each asset in the unit.

A municipality assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for assets may no longer exist or may have decreased. If any such indication exists, the recoverable service amounts of those assets are estimated.

The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss of assets carried at cost less accumulated depreciation or amortisation is recognised immediately in surplus or deficit.

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

		2012 R	2011 R
1	CASH AND CASH EQUIVALENTS		
	The municipality has the following bank accounts:		
	<u>Current Account (Primary Bank Account)</u>		
	First National Bank - Modimolle branch Account number 53170034748		
	Cash book balance at beginning of year	5 537 272	8 319 197
	Cash book balance at end of year	<u>6 402 922</u>	<u>5 537 272</u>
	Bank statement balance at beginning of year	10 794 687	14 231 024
	Bank statement balance at end of year	<u>8 200 133</u>	<u>10 794 687</u>
	<u>Other accounts</u>		
	Investments:		
	Call deposits	13 057 773	14 063 194
	14 Days fixed deposits	-	-
	32 Days fixed deposits	-	-
	60 Days fixed deposits	10 030 521	37 095 441
	90 Days fixed deposits	<u>68 246 066</u>	<u>52 213 553</u>
		<u>91 334 360</u>	<u>103 372 188</u>
	Cash on hand:		
	Petty cash	2 200	2 200
	Total cash and cash equivalents	<u>97 739 482</u>	<u>108 911 660</u>
	A portion of cash represents restricted cash as it serves as security for unspent conditional grants.		
2	TRADE AND OTHER RECEIVABLES FROM EXCHANGE TRANSACTIONS		
	<u>Trade receivables</u>		
	Abattoir	460 882	435 767
	Gross Balance	<u>460 882</u>	<u>435 767</u>
	Less: Provision for doubtful debts	<u>(449 912)</u>	<u>(423 197)</u>
	Net Balance	<u>10 970</u>	<u>12 570</u>
	<u>Other receivables</u>		
	Councillor salaries	8 719	10 024
	Gross Balance	<u>8 719</u>	<u>10 024</u>
	Less: Provision for doubtful debts	<u>(8 719)</u>	<u>-</u>
	Net Balance	<u>-</u>	<u>10 024</u>
	Total Net Balance	<u>10 970</u>	<u>22 594</u>
	<u>Abattoir: Ageing</u>		
	Current (0 - 30 days)	11 426	14 120
	31 - 60 days	3 238	2 230
	61 - 90 days	2 844	2 727
	91 - 365 days	4 593	23 088
	+ 365 days	<u>438 781</u>	<u>393 602</u>
	Total	<u>460 882</u>	<u>435 767</u>

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

	2012 R	2011 R
2		
TRADE AND OTHER RECEIVABLES FROM EXCHANGE TRANSACTIONS <i>(continued)</i>		
<u>Councillor salaries: Ageing</u>		
Current (0 - 30 days)	-	10 024
31 - 60 days	-	-
61 - 90 days	-	-
91 - 365 days	-	-
+ 365 days	8 719	-
Total	<u>8 719</u>	<u>10 024</u>
<u>Summary of debtors by Customer Classification</u>		
Consumers as at 30 June:		
Current (0 - 30 days)	11 426	24 144
31 - 60 days	3 238	2 230
61 - 90 days	2 844	2 727
91 - 365 days	4 593	23 088
+ 365 days	447 500	393 602
Sub-total	<u>469 601</u>	<u>445 791</u>
Less: Provision for doubtful debts	(458 631)	(423 197)
Total debtors by customer classification	<u>10 970</u>	<u>22 594</u>
	2011 R	2010 R
<u>Reconciliation of the doubtful debt provision</u>		
Balance at beginning of the year	423 197	393 601
Contributions to provision	35 434	29 596
Bad debts written off	-	-
Balance at end of year	<u>458 631</u>	<u>423 197</u>
The fair value of trade and other receivables approximates their carrying amounts.		
3		
OTHER RECEIVABLES FROM NON-EXCHANGE TRANSACTIONS		
Investments under liquidation	13 367	142 748
Prepayments	1 911 602	717 687
Sundry debtors	18 473	94 328
Total Other Debtors	<u>1 943 442</u>	<u>954 763</u>
An investment amounting to R 572 713 capital is held with New Republic Bank, which is under receivership. An investment amounting to R322 264 capital is held with Regal Treasury Bank which is under liquidation. The investments were written down to fair value:		
New Republic Bank Limited	-	142 748
Regal Treasury Private Bank Limited	13 367	-

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

	2012 R	2011 R
4 INVENTORY		
Consumables:		
Opening balance	93 134	80 614
Additions	377 119	93 134
Issued (expensed)	(370 259)	(80 614)
Write-down / (reversal of write-down) to Net Replacement Value (NRV) or Net Replacement Cost (NRC)	-	-
Closing balance	<u><u>99 994</u></u>	<u><u>93 134</u></u>

Inventory consists of stationery. No inventory is pledged as security. No circumstances or events existed that would have led to the write-down of the reversal of a write-down of inventories.

5 HELD-TO-MATURITY INVESTMENTS

6 Month fixed deposits	<u><u>20 286 830</u></u>	<u><u>18 084 987</u></u>
------------------------	--------------------------	--------------------------

6 VAT

VAT receivable	<u><u>4 723 043</u></u>	<u><u>3 062 714</u></u>
----------------	-------------------------	-------------------------

VAT is accounted for on the payment basis.

7 NON-CURRENT ASSETS HELD FOR SALE

Computer equipment	21 791	17 889
Emergency equipment	4 102	-
Furniture and fittings	12 389	7 697
Office equipment	9 750	1 164
Plant and equipment	2 455	-
Specialised vehicles	1	-
Motor vehicles	23 609	1
Property, plant and equipment	<u><u>74 097</u></u>	<u><u>26 751</u></u>

These assets are no longer being utilised by the municipality and has been approved by council for disposal. An auction is to be held to dispose of the assets in the short term and other assets will be donated or scrapped.

8 NON-CURRENT RECEIVABLES

Water & electricity	2 025	2 025
Office rentals	32 750	-
Deposits	<u><u>34 775</u></u>	<u><u>2 025</u></u>

Deposit water and electricity

These are deposits paid for water and electricity services and rental of office space in Mokopane and Thabazimbi for environmental health officials.

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

9 PROPERTY, PLANT & EQUIPMENT

Reconciliation of Carrying Value	Work in Progress R	Land and Buildings R	Other Assets R	Total R
Carrying values at 1 July 2011	4 978 842	29 747 787	16 905 410	51 632 039
Cost	4 978 842	31 605 197	27 398 879	63 982 918
Accumulated Depreciation	-	(1 857 410)	(10 328 098)	(12 185 508)
Accumulated Impairment	-	-	(165 371)	(165 371)
Acquisitions	-	427 486	9 399 445	9 826 931
Additions to Work in Progress	858 393	-	-	858 393
Work in Progress completed	(5 837 235)	5 837 235	-	-
Depreciation	-	(1 599 169)	(3 250 449)	(4 849 618)
(Impairment) / reversal of Impairment	-	-	44 800	44 800
Carrying value of disposals	-	-	(62 802)	(62 802)
Cost	-	-	(685 728)	(685 728)
Accumulated depreciation	-	-	502 355	502 355
Accumulated Impairment	-	-	120 571	120 571
Carrying values at 30 June 2012	-	34 413 339	23 036 404	57 449 743
Cost	-	37 869 918	36 112 596	73 982 514
Accumulated Depreciation	-	(3 456 579)	(13 076 192)	(16 532 771)
Accumulated Impairment	-	-	-	-
Reconciliation of Carrying Value	Work in Progress R	Land and Buildings R	Other Assets R	Total R
Carrying values at 1 July 2010	12 397 284	21 707 229	15 049 615	49 154 128
Cost	12 397 284	22 300 133	23 120 001	57 817 418
Accumulated Depreciation	-	(592 904)	(7 905 015)	(8 497 919)
Accumulated Impairment	-	-	(165 371)	(165 371)
Acquisitions	-	32 480	4 837 473	4 869 953
Additions to Work in Progress	1 854 142	-	-	1 854 142
Work in Progress completed	(9 272 584)	9 272 584	-	-
Depreciation	-	(1 264 506)	(2 745 157)	(4 009 663)
Impairment	-	-	-	-
Carrying value of disposals	-	-	(236 521)	(236 521)
Cost	-	-	(558 595)	(558 595)
Accumulated depreciation	-	-	322 074	322 074
Accumulated Impairment	-	-	-	-
Carrying values at 30 June 2011	4 978 842	29 747 787	16 905 410	51 632 039
Cost	4 978 842	31 605 197	27 398 879	63 982 918
Accumulated Depreciation	-	(1 857 410)	(10 328 098)	(12 185 508)
Accumulated Impairment	-	-	(165 371)	(165 371)

Refer to Appendix C for more detail on property, plant and equipment, including those in the process of being constructed.

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

10 INTANGIBLE ASSETS

10.1 Reconciliation of carrying value

	Computer Software	Total
as at 1 July 2011	1 635 623	1 635 623
Cost	1 741 248	1 741 248
Work in Progress	774 300	774 300
Accumulated amortisation and impairment losses	(879 925)	(879 925)
Acquisitions	1 246 736	1 246 736
Additions to Work in Progress	-	-
Work in Progress Completed	(774 300)	(774 300)
Work in Progress transferred to Cost	774 300	774 300
Amortisation	(257 103)	(257 103)
Carrying value of disposal	-	-
Cost	-	-
Accumulated amortisation	-	-
as at 30 June 2012	2 625 256	2 625 256
Cost	3 762 284	3 762 284
Work in Progress	-	-
Accumulated amortisation and impairment losses	(1 137 028)	(1 137 028)

10.2 Reconciliation of carrying value

	Computer Software	Total
as at 1 July 2010	931 247	931 247
Cost	1 544 524	1 544 524
Work in Progress	94 700	94 700
Accumulated amortisation and impairment losses	(707 977)	(707 977)
Acquisitions	102 024	102 024
Additions to Work in Progress	774 300	774 300
Work in Progress Completed	(94 700)	(94 700)
Work in Progress transferred to Cost	94 700	94 700
Amortisation	(171 948)	(171 948)
Carrying value of disposal	-	-
Cost	-	-
Accumulated amortisation	-	-
as at 30 June 2011	1 635 623	1 635 623
Cost	1 741 248	1 741 248
Work in Progress	774 300	774 300
Accumulated amortisation and impairment losses	(879 925)	(879 925)

11 TRADE AND OTHER PAYABLES

	2012 R	2011 R
Trade creditors	2 975 492	1 258 491
Accruals	5 077 583	4 579 192
Retentions	434 300	37 378
	<u>8 487 375</u>	<u>5 875 061</u>

The fair value of trade and other payables approximates their carrying amounts.

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

	2012 R	2011 R
12 CONSUMER DEPOSITS		
Abattoir	<u>1 550</u>	<u>1 550</u>
Guarantees held in lieu of abattoir deposits	<u>12 000</u>	<u>12 000</u>
13 PROVISIONS		
Performance bonus	<u>280 672</u>	<u>-</u>
	<u>280 672</u>	<u>-</u>

Performance bonuses are paid one year in arrears when the municipality has a present obligation as a result of a past event which is the services rendered and it is probable that an outflow of economic resources will be required to settle the obligation and a reliable estimate of the amount can be made. The bonus has been calculated based on the assessment of eligible employees at the reporting date.

The movement is reconciled as follows:

Balance at beginning of year	-	179 830
Contributions/(reversals) to provision	280 672	(62,693)
Expenditure incurred	-	(117,137)
Balance at year end	<u>280 672</u>	<u>-</u>

The assumptions and basis of calculation was done in terms of the requirements of the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006. Provision for Performance bonuses are calculated as per the performance agreements & brackets indicated in Section 32(2) of the above Performance Regulations. The maximum exposure was calculated based on the final score of each individual manager at year end and in which bracket those scores fall.

14 UNSPENT CONDITIONAL GRANTS AND RECEIPTS

Conditional Grants from other spheres of Government

Municipal Systems Improvement Grant	-	340 921
Finance Management Grant	-	435 453
Health Grant	-	2 088 500
Wildlife Centre Grant	399 256	399 256
VUNA Awards	-	26 517
Expanded Public Works Incentive Grant	171 000	-
LEDET	100 000	-
Total Unspent Conditional Grants and Receipts from other spheres of Government	<u>670 256</u>	<u>3 290 647</u>
Other conditional grants	<u>-</u>	<u>-</u>
Total Unspent Other Conditional Grants and Receipts	<u>-</u>	<u>-</u>
Total Unspent Conditional Grants and Receipts	<u>670 256</u>	<u>3 290 647</u>

See note 20 for reconciliation of grants.

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

15 RETIREMENT HEALTH CARE LIABILITY

The municipality contributes to a number of defined contribution schemes for pension of all permanent employees and councillors. The funds are governed by the Pension Funds Act of 1956.

The following are defined contributions plans:

- Samwu Provident Fund
- National Fund for Municipal Workers
- Municipal Gratuity Fund
- Municipal Employee Fund
- Joint Municipal Pension Fund
- Municipal Councillors Pension Fund
- Government Employee Pension Fund
- National Fund for Municipal Workers

The municipality also provides certain post-retirement medical benefits to qualifying pensioners. All post-retirement medical benefits are unfunded.

The following are defined benefit plans:

- LA Health
- Discovery Health
- Bonitas Medical Fund
- Key Health Medical Scheme
- Hosmed

In accordance with prevailing legislation, the defined benefit funds are actuarially valued at intervals of not more than two years. The Projected Unit Credit valuation method is used. The latest actuarial valuation was performed as at 30 June 2012.

The municipality has no legal obligation to settle this liability with any immediate contributions or additional once-off contributions. The municipality intends to continue to contribute to each defined benefit post-retirement medical scheme in accordance with the latest recommendations of the actuary to each scheme.

The accumulated defined benefit obligation in respect of the post-retirement medical contributions are provided, based on calculations of independent actuaries, using methods and assumptions consistent with IAS 19 as follows:

	2012 R	2011 R
Movement in the employee health-care benefit liability:		
Liability as at 1 July	12 292 246	9 703 879
Benefits paid	(718 172)	(644 430)
Plan participants contributions	292 762	230 875
Current service cost	577 143	423 963
Interest	1 050 610	876 978
Actuarial losses / (gains) recognised in Statement of Financial Performance	<u>(662 379)</u>	<u>1 700 981</u>
Unfunded accrued liability as at 30 June	<u>12 832 210</u>	<u>12 292 246</u>
Current portion of liability as at 30 June	<u>1 223 481</u>	<u>1 186 475</u>
Non-current portion of liability as at 30 June	<u>11 608 729</u>	<u>11 105 771</u>

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

		2012 R	2011 R
15	RETIREMENT BENEFITS (continued)		
	The liability as at 30 June consists of:		
	In-service members	6 414 517	5 319 264
	Continuation members	6 417 693	6 972 982
		<u>12 832 210</u>	<u>12 292 246</u>
	Expense recognised in (profit) or loss:		
	Current service cost	577 143	423 963
	Interest cost	1 050 610	876 978
	Past service cost	-	-
	Actuarial losses or (gains)	(662 379)	1 700 981
		<u>965 374</u>	<u>3 001 922</u>
	<i>Principal actuarial assumptions of valuation model used:</i>		
	Discount rate	7.94%	8.70%
	Health care cost inflation rate	6.86%	7.27%
	Average remaining future working lifetime	18.9 years	19.6 years
	<i>The effect of a 1% movement in the assumed medical cost trend rate is as follows:</i>		
		1% Increase	1% Increase
	Effect on the aggregate of the current service cost and interest cost	14%	19%
	Effect on the defined benefit obligation	16%	13%
		1% Decrease	1% Decrease
	Effect on the aggregate of the current service cost and interest cost	-14%	-15%
	Effect on the defined benefit obligation	-13%	-12%

The Municipality's best estimate of contributions expected to be paid to the plan during the annual period beginning after the balance sheet date is R 635 445.

16 LONG SERVICE AWARDS LIABILITY

The municipality provides long-service awards to its permanent employees.

The benefit of long-service award is provided in the form of annual leave and a gift to a certain monetary value.

In accordance with prevailing legislation, the provision is actuarially valued at intervals of not more than two years. The Projected Unit Credit valuation method is used. The latest actuarial valuation was performed as at 30 June 2012.

The municipality has no legal obligation to settle this liability with any immediate contributions or additional once-off contributions.

The accumulated defined benefit obligation in respect of the long-service awards are provided, based on calculations of independent actuaries, using methods and assumptions consistent with IAS 19 as follows:

	2012 R	2011 R
Movement in the long-service award liability:		
Liability as at 1 July	1 281 962	972 179
Benefits paid	(279 760)	(79 892)
Current service cost	290 300	142 620
Interest	87 024	84 801
Actuarial losses / (gains)	74 407	162 254
Unfunded accrued liability as at 30 June	<u>1 453 933</u>	<u>1 281 962</u>

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

	2012 R	2011 R
16 LONG SERVICE AWARDS LIABILITY (continued)		
Current portion of liability as at 30 June	<u>210,885</u>	<u>76,181</u>
Non-current portion of liability as at 30 June	<u>1 243 048</u>	<u>1 205 781</u>
Expense recognised in (profit) or loss:		
Current service cost	290 300	142 620
Interest cost	87 024	84 801
Past service cost	-	-
Actuarial losses / (gains)	<u>74 407</u>	<u>162 254</u>
	<u>451 731</u>	<u>389 675</u>
<i>Principal actuarial assumptions of valuation model used:</i>		
Discount rate	6.34%	7.67%
General salary inflation rate	5.97%	6.24%
<i>The effect of a 1% movement in the assumed general salary inflation rate is as follows:</i>		
	1% Increase	1% Increase
Effect on the aggregate of the current service cost and interest cost	5%	6%
Effect on the defined benefit obligation	7%	6%
	1% Decrease	1% Decrease
Effect on the aggregate of the current service cost and interest cost	-4%	-5%
Effect on the defined benefit obligation	-6%	-5%
The Municipality's best estimate of benefits expected to be paid to the plan during the annual period beginning after the balance sheet date is R 223 323.		
17 SERVICE CHARGES		
Abattoir services	<u>652 212</u>	<u>607 783</u>
18 INTEREST EARNED - EXTERNAL INVESTMENTS		
Bank	<u>7 401 552</u>	<u>8 252 553</u>
Total interest	<u>7 401 552</u>	<u>8 252 553</u>
19 INTEREST EARNED - OUTSTANDING RECEIVABLES		
SARS	9 718	-
Abattoir	26 933	30 095
Deposits	-	-
Total interest	<u>36,651</u>	<u>30 095</u>

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

	2012 R	2011 R
20 GOVERNMENT AND OTHER GRANTS		
Equitable share	87 880 000	85 214 698
Municipal Systems Improvement Grant	1 130 921	757 296
Finance Management Grant	1 685 453	967 755
DBSA Grant	-	698 058
LG SETA Grant	220 679	114 055
Municipal Health Grant	8 354 000	7 881 000
VUNA Awards	26 517	719 443
Disaster Grant	-	25 620
Expanded Public Works Incentive Grant	-	659 400
	<u>99,297,570</u>	<u>97 037 325</u>
20.1 Equitable share		
The equitable share is an unconditional grant and is utilised to fund disaster management services, environmental health services, projects and operating expenditure.		
20.2 Municipal Systems Improvement Grant		
Balance unspent at beginning of year	340 921	348 217
Current year receipts	790 000	750 000
Conditions met - transferred to income	(1 130 921)	(757 296)
Conditions still to be met - transferred to liabilities	<u>-</u>	<u>340 921</u>
The grant is utilised for the implementation of new legislation, skills development and the GRAP compliance of the fixed asset register. The conditions of the grant were met. No funds have been withheld.		
20.4 Finance Management Grant		
Balance unspent at beginning of year	435 453	403 208
Current year receipts	1 250 000	1 000 000
Conditions met - transferred to income	(1 685 453)	(967 755)
Conditions still to be met - transferred to liabilities	<u>-</u>	<u>435 453</u>
The grant is utilised for the appointment of financial and audit interns, financial training and assist with the implementation of the MFMA and compliance with GRAP. The conditions of the grant were met. No funds have been withheld.		
20.5 DBSA Grant		
Balance unspent at beginning of year	-	-
Current year receipts	-	698 058
Conditions met - transferred to income	-	(698 058)
Conditions still to be met - transferred to liabilities	<u>-</u>	<u>-</u>
The grant was utilised to fund the implementation of a Performance Management System in the District and Local Municipalities.		
20.6 LG SETA Grant		
Balance unspent at beginning of year	-	-
Current year receipts	220 679	114 055
Conditions met - transferred to income	(220 679)	(114 055)
Conditions still to be met - transferred to liabilities	<u>-</u>	<u>-</u>
The grant is utilised for training of officials in the District Municipality.		

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

	2012 R	2011 R
20 GOVERNMENT GRANTS (continued)		
20.7 Municipal Health Grant		
Balance unspent at beginning of year	2 088 500	-
Current year receipts	6 265 500	9 989 500
Conditions met - transferred to income	<u>(8 354 000)</u>	<u>(7 881 000)</u>
Conditions still to be met - transferred to liabilities	<u>-</u>	<u>2 088 500</u>
<p>The grant is utilised to fund the Environmental Health function that was devolved to the District Municipality.</p>		
20.8 Wildlife Centre Grant		
Balance unspent at beginning of year	399 256	399 256
Current year receipts	-	-
Conditions met - transferred to income	-	-
Conditions still to be met - transferred to liabilities	<u>399 256</u>	<u>399 256</u>
<p>The grant is utilised to fund the feasibility study of a district wildlife centre.</p>		
20.9 VUNA Awards		
Balance unspent at beginning of year	26 517	745 960
Current year receipts	-	-
Conditions met - transferred to income	<u>(26 517)</u>	<u>(719 443)</u>
Conditions still to be met - transferred to liabilities	<u>-</u>	<u>26 517</u>
<p>The VUNA Awards grant was utilised to fund tourism signage erected in the district.</p>		
20.10 Disaster Grant		
Balance unspent at beginning of year	-	25 620
Current year receipts	-	-
Conditions met - transferred to income	-	<u>(25 620)</u>
Conditions still to be met - transferred to liabilities	<u>-</u>	<u>-</u>
<p>The grant was utilised to fund relief operations after disasters in the District.</p>		
20.11 Expanded Public Works Incentive Grant		
Balance unspent at beginning of year	-	251 200
Current year receipts	171 000	408 200
Conditions met - transferred to income	-	<u>(659 400)</u>
Conditions still to be met - transferred to liabilities	<u>171 000</u>	<u>-</u>
<p>The grant is to incentivise municipalities to increase labour intensive employment through infrastructure programmes that maximise job creation and skills development in line with the the EPWP guidelines.</p>		
20.12 LEDET Grant		
Balance unspent at beginning of year	-	-
Current year receipts	100 000	-
Conditions met - transferred to income	-	-
Conditions still to be met - transferred to liabilities	<u>100 000</u>	<u>-</u>
<p>The grant is to be utilised to fund the operations of the Waterberg Biosphere Meander.</p>		

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

	2012 R	2011 R
20 GOVERNMENT GRANTS (continued)		
20.13 Changes in levels of government grants		
Based on the allocations as set out in the Division of Revenue Act, (Act No 12 of 2009), no significant changes in the level of government grant funding are expected over the forthcoming 3 financial years.		
21 PUBLIC CONTRIBUTIONS AND DONATIONS		
Donations	<u>200 000</u>	<u>-</u>
Total public contributions and donations	<u>200 000</u>	<u>-</u>
The donation of Lephalale Disaster Centre land from Lephalale Local Municipality.		
22 GAIN / (LOSS) ON DISPOSAL OF ASSETS		
Gain on disposal of Property, plant and equipment	10 607	-
Loss on disposal of Property, plant and equipment	<u>(8 845)</u>	<u>(230 403)</u>
Total Gain / (Loss) on Disposal of Assets	<u>1 762</u>	<u>(230 403)</u>
23 (IMPAIRMENT) / REVERSAL OF IMPAIRMENT LOSS ON ASSETS		
Property, plant and equipment	44 800	-
Other financial assets		
An investment amounting to R 572 713 capital is held with New Republic Bank, which is presently under receivership. The investment was written down to fair value.	(142 748)	-
An investment amounting to R322 264 capital is held with Regal Treasury Bank which is presently under liquidation. The investment was written off. Subsequently the final liquidation dividend was received after year end.	13 367	3 640
Total Reversal of Impairment loss	<u>(84 581)</u>	<u>3 640</u>
24 EMPLOYEE RELATED COSTS		
Employee related costs - Salaries and wages	28 293 095	25 712 640
Employee related costs - Contributions for UIF, pension and medical aid & other statutory contributions	8 071 673	6 662 195
Travel and other allowances	6 383 295	5 423 048
Housing benefits and allowances	184 800	168 295
Overtime allowances	137 870	47 043
Performance and other bonuses (increase / (reversal) of provision)	<u>280 672</u>	<u>(62 693)</u>
Total Employee Related Costs	<u>43 351 405</u>	<u>37 950 528</u>
(Refer to Appendix E1)		
There were no advances to employees.		

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

	2012 R	2011 R
24 EMPLOYEE RELATED COSTS (continued)		
Remuneration of Individual Managers:		
Remuneration of the Municipal Manager		
Annual Remuneration	635 382	600 829
Performance- and other bonuses	-	-
Travel and cellphone allowance	282 629	267 395
Contributions to UIF, Medical and Pension Funds	<u>162 129</u>	<u>152 316</u>
Total	<u>1 080 140</u>	<u>1 020 540</u>

The Municipal Manager was appointed on 1 January 2010.

Remuneration of the Chief Financial Officer

Annual Remuneration	745 132	719 853
Performance- and other bonuses	-	74 250
Travel and cellphone allowance	180 000	180 000
Contributions to UIF, Medical and Pension Funds	<u>1 497</u>	<u>1 497</u>
Total	<u>926 629</u>	<u>975 600</u>

The Chief Financial Officer was appointed on 11 June 2007 and re-appointed on 1 June 2012.

Infrastructure Development

Annual Remuneration	508 311	479 107
Performance- and other bonuses	-	42 887
Travel and cellphone allowance	213 348	192 634
Contributions to UIF, Medical and Pension Funds	<u>104 723</u>	<u>98 792</u>
Total	<u>826 382</u>	<u>813 420</u>

The Infrastructure Development Manager was appointed on 9 July 2007 and his contract ended on 30 June 2012. The post is still vacant.

Planning & Economic Development

Annual Remuneration	523 278	494 300
Performance- and other bonuses	-	-
Travel and cellphone allowance	172 099	163 905
Contributions to UIF, Medical and Pension Funds	<u>123 974</u>	<u>116 624</u>
Total	<u>819 351</u>	<u>774 829</u>

The Planning & Economic Development Manager was appointed on 1 March 2008.

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

	2012 R	2011 R
24 EMPLOYEE RELATED COSTS (continued)		
Remuneration of Individual Managers (continued):		
Corporate Support & Shared Services		
Annual Remuneration	360 300	555 374
Performance- and other bonuses	-	-
Travel and cellphone allowance	122 443	186 980
Contributions to UIF, Medical and Pension Funds	110 663	155 759
Total	593 406	898 113

The Corporate Support & Shared Services Manager was appointed on 1 January 2008 and resigned on 14 February 2012. The post is still vacant.

Social Development & Community Services

Annual Remuneration	518 978	511 668
Performance- and other bonuses	-	-
Travel and cellphone allowance	256 509	237 462
Contributions to UIF, Medical and Pension Funds	36 497	17 470
Total	811 984	766 600

The Social Development and Community Services Manager was appointed on 1 January 2010.

Executive Mayor's Office

Annual Remuneration	121 208	-
Performance- and other bonuses	-	-
Travel and cellphone allowance	43 750	-
Contributions to UIF, Medical and Pension Funds	31 691	-
Total	196 649	-

The previous Manager in the Executive Mayor's Office resigned on 16 February 2009. The current Manager in the Executive Mayor's office was appointed on 1 April 2012.

There are no post-employment benefits, other long-term benefits or termination benefits provided to Section 56 managers.

25 REMUNERATION OF COUNCILLORS

Executive Mayor	570 876	516 207
Speaker	460 469	417 530
Full time Mayoral Committee members	1 340 447	423 404
Mayoral Committee members	1 058 612	827 667
Councillors	1 076 286	1 246 998
Councillors' pension, medical aid contributions and other statutory	472 292	392 712
Total Councillors' Remuneration	4 978 982	3 824 518

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

	2012 R	2011 R
25 REMUNERATION OF COUNCILLORS (continued)		
In kind benefits		
The Executive Mayor, Speaker, Chief Whip and 3 other Mayoral Committee members are full time councillors. Each is provided with an office, tools of trade and secretarial support at the cost of the Council. The Executive Mayor has use of a Council owned vehicle for official duties and has a driver. The previous Executive Mayor's term in office ended on 21 May 2011 and a new Executive Mayor was elected on 3 June 2011.		
26 DEPRECIATION AND AMMORTISATION		
Property, plant and equipment - depreciation	4 849 618	4 009 663
Intangible assets - ammortisation	257 103	171 949
Total Depreciation and Impairment	<u>5 106 721</u>	<u>4 181 612</u>
27 CONTRACTED SERVICES		
Contracted service for:		
Fire Fighting	11 987 004	8 388 959
	<u>11 987 004</u>	<u>8 388 959</u>
This is a funded mandate of Waterberg District Municipality which is performed by local municipalities.		
28 GENERAL EXPENSES		
Included in general expenses are the following:		
Advertising	181 104	99 504
Audit fees	842 484	1 258 702
Bank charges	57 148	48 168
Bursaries	40 078	34 436
Cleaning	123 121	105 723
Consumables	27 030	47 994
Damaged meat claims	909	-
Delegations	67 333	81 367
Entertainment	404 330	222 396
Financial management grant	1 275 990	480 493
Insurance	745 071	664 858
Legal expenses	204 655	602 369
Membership fees	435 349	353 004
Municipal account - water, ratees & electricity	576 015	593 982
Municipal systems improvement grant	1 130 921	757 296
Postage	2 540	4 785
Printing and stationery	360 094	257 847
Rental of buildings / offices	105 779	35 961
Rental of office equipment	668 185	697 401
Security costs	922 336	856 118
Subscription and publication	21 415	8 988
Telephone & cell phone expenses	694 693	584 624
Training	385 031	251 584
Travel and subsistence	3 183 950	2 056 100
Vehicle costs	328 557	323 873
Other	1 394 770	1 152 561
	<u>14 178 888</u>	<u>11 580 134</u>

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

	2012 R	2011 R
29 ACCUMULATED SURPLUS AND RESERVES		
As the individual classification of the following reserves are not required in terms of GRAP 9, the following split is not disclosed on the face of the Statement of Financial Position and is merely utilised for internal reporting:		
Government Grant Reserve	603 165	735 644
Donations and Public Contributions Reserve	1 403 466	1 393 219
Accumulated Surplus	<u>159 255 005</u>	<u>159 555 960</u>
	<u>161 261 636</u>	<u>161 684 823</u>
30 CASH GENERATED FROM OPERATIONS		
Net surplus for the year	(423 188)	16 257 881
Adjustment for non-cash movements:		
Depreciation and amortisation	5 106 721	4 181 612
(Gain) / Loss on sale of assets	(1 762)	230 403
Donated property, plant & equipment	(200 000)	-
Impairment / (Reversal of impairment) on assets	84 581	(3 640)
Increase in retirement health care liability	539 964	2 588 367
Increase in long service awards liability	171 971	309 783
Contributions to provisions - current	280 672	(179 830)
Operating surplus before working capital changes	<u>5 558 959</u>	<u>23 384 576</u>
Decrease in trade receivables	11 624	4 338
Decrease/(Increase) in other receivables	(1 118 060)	443 298
Decrease/(Increase) in inventory	(6 860)	(12 520)
Increase in VAT receivable	(1 660 329)	(340 752)
(Decrease)/Increase in trade payables	2 612 314	275 192
Decrease in consumer deposits	-	(5 550)
(Decrease)/Increase in Unspent Conditional Grants and Receipts	(2 620 391)	1 117 185
Cash generated from operations	<u>2 777 257</u>	<u>24 865 767</u>
31 CASH AND CASH EQUIVALENTS		
Cash and cash equivalents in the cash flow statement comprise the following statements of amounts indicating financial position:		
Bank balance	6 402 922	5,537,272
Short-term investment deposits	91 334 360	103,372,188
Petty cash	2 200	2,200
	<u>97,739,482</u>	<u>108 911 660</u>

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

	2012 R	2011 R
32 UNAUTHORISED, IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE DISALLOWED		
32.1 Fruitless and wasteful expenditure		
Reconciliation of fruitless and wasteful expenditure:		
Opening Balance	-	76 844
Fruitless and wasteful expenditure awaiting condonement	-	10 529
To be recovered - Contingent Asset	-	66 315
Fruitless and wasteful expenditure current year	24 045	-
Fruitless and wasteful expenditure recovered during the current year	-	-
Condoned or written off by Council	-	(76 844)
Closing balance	24 045	-
Fruitless and wasteful expenditure awaiting condonement	23 444	-
To be recovered - Current Asset	600	-

Current year

R 22 535 penalty was incurred from DEDET for not conducting an EIA process before the construction of the Lephalale Disaster Centre which constitutes an unlawful development. The matter is still to be investigated and reported to Council.

R 600 was incurred for breaking & replacing door lock of register and post room during the strike in August 2011 as all keys was with records officer who was on strike. Full amount to be deducted from acting manager in Corporate Support & Shared Services. The matter still has to be reported to Council.

R 909 was incurred on damaged meat claims for the death of a pig due to the faulty dehairing machine. The matter is still to be investigated and reported to Council.

Prior year

The R 66 315 expenditure arose from late payment to a contractor on an MIG project. The disciplinary case against the employee responsible was finalised in December 2006. The municipality wrote off the balance owed in the previous financial year.

One cattle was lost at a value of R 10 529, the amount was reimbursed to client. Four sheep and one cattle was stolen at the abattoir at a value of R 9 759, the clients were reimbursed and the value of the theft was recovered from the WDM security company.

	2012 R	2011 R
32.2 Irregular expenditure		
Reconciliation of irregular expenditure:		
Opening Balance	140 200	1 160 204
Irregular expenditure awaiting condonement	140 200	1 160 204
To be recovered - Contingent Asset	-	-
Irregular expenditure incurred current year	52 107	140 200
Irregular expenditure recovered during the current year	(44 973)	-
Condoned or written off by Council	(140 200)	(1 160 204)
Closing balance	7 134	140 200
Irregular expenditure awaiting condonement	-	140 200
To be recovered - Current Asset	7 134	-

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

32 UNAUTHORISED, IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE DISALLOWED *(continued)*

32.2 Irregular expenditure *(continued)*

Current year

R 7 134 owed by an official for abuse of 3G card above the monthly capping constitutes irregular expenditure as official was granted deduction in installments instead of once off deduction which then classifies as a loan to an officials which is a forbidden activity in terms of section 164 of the MFMA and thus a contravention from the MFMA. The matter is still to be investigated and reported to Council.

R 35 016 No-Work-No-Pay deduction for August 2011 strike was postponed and deducted in installments instead of once off deduction which then classifies as a loan to officials at the time which is a forbidden activity in terms of section 164 of the MFMA and thus a contravention from the MFMA. The second delayed installment is reported as irregular expenditure. The full amount was deducted in the November 2011 salaries. The matter is still to be investigated and reported to Council.

R 9 957 personal telephone calls deduction for July to October 2011 was postponed due to No-Work-No-Pay deductions of strike and deducted in December 2011 instead of once off deduction in October 2011 which then classifies as a loan to officials at the time which is a forbidden activity in terms of section 164 of the MFMA and thus a contravention from the MFMA. The full amount was deducted in the December 2011 salaries. The matter is still to be investigated and reported to Council.

Prior year

The Office of the Executive Mayor incurred irregular expenditure of R 140 200 on the provision of transport to the voter registration mobilization campaign for the youth. Voter registration is an activity unrelated to the functional area of the vote utilised, which is Community Participation. Council condoned and wrote off this expenditure in the current financial year.

The Infrastructure Department incurred irregular expenditure of R 366 070 on the consulting fees of the construction project on the Modimolle Disaster Centre. The fees of the contractor was adjusted without a subsequent adjustment to the consulting fees which lead to irregular expenditure at the conclusion of the contract. The municipality wrote off the balance owed in the previous financial year.

The Office of the Municipal Manager extended the services of the service provider for the Performance Management System without following the requirements of the WDM SCM Policy. Subsequent payment without an order to an amount of R 794,134 was made and this deviation from the WDM SCM Policy and SCM Regulations constitute irregular expenditure. The municipality wrote off the balance owed in the previous financial year.

	2012 R	2011 R
32.3 Unauthorised expenditure		
Reconciliation of unauthorised expenditure:		
Opening Balance	-	-
Unauthorised expenditure current year	-	-
Condoned or approved by Council	-	-
To be recovered - Contingent Asset	-	-
Unauthorised expenditure awaiting authorisation	<u>-</u>	<u>-</u>

Current year

There were no material incidents of unauthorised expenditure in the current financial year.

Prior year

There were no material incidents of unauthorised expenditure in the previous financial year.

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

	2012 R	2011 R
33 ADDITIONAL DISCLOSURES IN TERMS OF THE MUNICIPAL FINANCE MANAGEMENT ACT		
33.1 Contributions to organised local government		
Opening Balance	-	-
Council subscriptions	353 716	280 391
Amount Paid - current year	(353 716)	(280 391)
Amount paid - previous years	-	-
Balance unpaid (included in payables)	<u>-</u>	<u>-</u>
33.2 Audit fees		
Opening balance	-	-
Current year audit fees - statutory	842 484	1 258 702
Prior year audit fee - forensic	-	-
Amount paid - current year	(842 484)	(1 258 702)
Amount paid - previous years	-	-
	<u>-</u>	<u>-</u>
33.3 VAT		
VAT input receivables and VAT output payables are shown in note 6. All VAT returns have been submitted by the due date throughout the year.		
33.4 PAYE		
Opening Balance	-	-
Current year payroll deductions	7 646 747	6 688 244
Amount Paid - Current year	(7 646 747)	(6 688 244)
Amount paid - previous years	-	-
	<u>-</u>	<u>-</u>
33.5 PENSION AND MEDICAL AID DEDUCTIONS		
Opening balance	-	-
Current year payroll deductions and council contributions	11 751 346	9 962 661
Amount Paid - Current year	(11 751 346)	(9 962 661)
Amount Paid - Previous years	-	-
	<u>-</u>	<u>-</u>

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

	2012 R	2011 R
33 ADDITIONAL DISCLOSURES IN TERMS OF THE MUNICIPAL FINANCE MANAGEMENT ACT (continued)		
33.6 SUPPLY CHAIN MANAGEMENT REGULATIONS		
In terms of section 36 of the Municipal Supply Chain Management Regulations, the Municipal Manager may dispense with the official procurement process in certain instances and ratify minor breaches.		
These expenses incurred, approved by the Municipal Manager and reported to Council, are listed below:		
Deviations on goods and services less than R 30 000	594 986	452 709
Deviations on goods and services between R 30 000 and R 200 000	1 605 252	1 587 684
Deviations on goods and services more than R 200 000	284 983	-
	<u>2 485 221</u>	<u>2 040 393</u>
34 REMUNERATION OF AUDIT COMMITTEE MEMBERS		
Remuneration	<u>42 665</u>	<u>16 988</u>
3 Members serve on the Audit Committee. The members are paid an allowance per day and are reimbursed for travel expenses. The term of the previous audit committee expired on 30 September 2010. The 3 year term of the new audit committee commenced on 1 August 2011 and ends on 31 July 2014. Four meetings were held during the current year.		
35 CAPITAL COMMITMENTS		
35.1 Commitments in respect of capital expenditure:		
Approved and contracted for		
- Computer software	-	60 540
- Vehicles	-	4 114 874
- Disaster Management	2 603 664	466 500
- Infrastructure	-	1 139 120
- Movable assets	-	28 270
	<u>2 603 664</u>	<u>5 809 304</u>
The expenditure will be financed from:		
- Own resources	<u>2 603 664</u>	<u>5 809 304</u>

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

	2012 R	2011 R
35 CAPITAL COMMITMENTS (continued)		
35.2 Commitments in respect of operating project expenditure:		
Approved and contracted for		
- Disaster Management	-	978 855
- Communication & Community Participation	753 166	156 390
- Sports, Arts & Culture	-	144 100
- Infrastructure	2 977 893	6 064 033
- Solid waste and environment	-	567 434
- Local Economic Development	390 489	520 000
- Land development	318 509	106 535
- Institutional development	672 895	76 705
	<u>5 112 952</u>	<u>8 614 052</u>
 The expenditure will be financed from:		
- Own resources	<u>5 112 952</u>	<u>8 614 052</u>

35.3 Commitments in respect of operating leases:

The municipality has no finance leases. At the reporting date the municipality has outstanding commitments under operating leases which fall due as follows:

Operating leases - lessee

Within one year	1 005 732	677 429
In the second to fifth year inclusive	55 619	723 044
Total	<u>1 061 351</u>	<u>1 400 473</u>

Operating lease payments represent rentals payable by the municipality for copiers and faxes with Xerox and office space in Lephalale, Mokopane and Thabazimbi for environmental health practitioners.

The contingent rental for telephones is based on the prime interest rate. This contingent rental is not included in the future minimum lease payments.

All rentals are either fixed term fixed amount contracts or contingent rentals and therefore no smoothing of leases is necessary.

36 RELATED PARTIES

Municipal Entity	Waterberg Economic Development Agency
Key Management	Refer to note 24

There are no other related party transactions or balances for the current year. Waterberg Economic Development Agency is currently dormant.

37 EVENTS AFTER THE REPORTING DATE

There are no material events that occurred after the reporting date.

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

38 KEY SOURCES OF ESTIMATION UNCERTAINTY AND JUDGEMENTS

The following areas involve a significant degree of estimation uncertainty:

Useful lives and residual values of property, plant and equipment
Useful lives and residual values of intangible assets
Recoverable amounts of property, plant and equipment
Recoverable amounts of intangible assets
Present value of defined benefit obligations
Provision for doubtful debts
Impairment of assets
Provision of long-term long-service awards

39 RISK MANAGEMENT

The main risks of the Municipality are interest rate risk, liquidity risk, credit risk and the fair value of financial instruments.

39.1 Cash flow interest rate risk

The municipality's interest rate risk arises from investments. Investments at variable rates expose the municipality to cash flow interest rate risk. Investments at fixed rates expose the municipality to fair value interest rate risk. The municipal policy is to not invest more than 35% of funds with one institution and to invest at different maturity dates over the short term to alleviate major fluctuations in the interest rates. The majority of investments are fixed rate investments.

	2012 R	2011 R
At year-end, financial instruments exposed to interest rate risk were as follows:		
- Current bank account	6,402,922	5,537,272
- Call deposits	13,057,773	14,063,194
- 60 days fixed deposits	10,030,521	37,095,441
- 90 days fixed deposits	68,246,066	52,213,553
- 6 month fixed deposits	20,286,830	18,084,987
	<u>118 024 112</u>	<u>126 994 447</u>

39.2 Currency risk

The Municipality does not have currency risk as in terms of section 163 of the Municipal Finance Management Act, No.56 of 2003, no municipality may incur a liability or risk payable in a foreign currency.

39.3 Liquidity risk

The Municipality's risk to liquidity is a result of the funds available to cover future commitments. The Municipality's strong credit profile and diversified funding sources ensure that sufficient liquid funds are maintained to meet its daily cash requirements. The Municipality's policy on counterpart credit exposures ensures that only counterparties of a high credit standing are used for the investments of any excess cash.

The municipality manages liquidity risk through an ongoing review of future commitments and credit facilities. Cash flow forecasts are prepared.

WATERBERG DISTRICT MUNICIPALITY

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

39 RISK MANAGEMENT *(continued)*

39.3 *Liquidity risk (continued)*

The table below analyses the municipality's financial liabilities into relevant maturity groupings based on the remaining period at year end to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

30 June 2012	Not later than one month	One to three months
Trade and other payables	2 975 492	434 300
Consumer deposits	-	-
Provisions	-	-
Unspent conditional grants & receipts	-	-

30 June 2012	Later than three months	One to five years
Trade and other payables	1 077 583	4 000 000
Consumer deposits	-	1 550
Provisions	280 672	-
Unspent conditional grants & receipts	670 256	-

39.4 *Credit risk*

Credit risk consists mainly of cash deposits, cash equivalents and trade debtors.

To manage the risk the Municipality has a credit control policy. As part of these processes the financial viability of all counterparties is regularly monitored and assessed.

Counterparties:

The Municipality only deposits cash with major banks with high quality credit standing and limits exposure to any one counterparty. The Municipality has no significant concentration of credit risk with any single counterparty or a group of counterparties.

39.5 *Fair value of financial instruments*

At year end the carrying amounts of cash and short-term deposits, trade and other receivables and trade and other payables approximated their fair values due to the short-term maturities of these assets and liabilities.

40 RESTATEMENT OF COMPARATIVE INFORMATION

There has been no restatements on comparative figures. Work in Progress was previously included in cost for Property, Plant and Equipment and Intangible Assets, but have now been separately disclosed in the note. There have been no changes to the balances as previously disclosed.

41 COMPARISON WITH THE BUDGET

The comparison of the Municipality's actual financial performance with that budgeted is set out in Appendix A(1) to A(7).

WATERBERG DISTRICT MUNICIPALITY

Appendix A1: Reconciliation of Table A1 Budget Summary

Description	2011/2012						2010/2011								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	Original Budget (L.O. \$28 and \$31 of the MFLA)	Budget Adjustments (L.O. \$28 and \$31 of the MFLA)	Final adjustments budget	Shifting of funds (L.O. \$31 of the MFLA)	Virement (L.O. Council approved policy)	Final Budget	Actual Outcome	Unauthorised expenditure	Variance	Actual Outcome as % of Final Budget	Actual Outcome as % of Original Budget	Reported unauthorised expenditure	Expenditure authorised in terms of section 32 of MFMA	Balance to be recovered	Restated Audited Outcome
Financial Performance															
Property rates	940	(200)	740	-	-	740	652	-	(88)	88%	89%	-	-	-	608
Service charges	8,020	(1,850)	6,330	-	-	6,330	7,438	-	1,108	118%	93%	-	-	-	8,283
Investment revenue	99,631	861	100,812	-	-	100,812	99,296	-	(1,514)	99%	95%	-	-	-	97,037
Transfers recognised - operational	147	(96)	51	-	-	51	202	-	151	393%	137%	-	-	-	200
Other own revenue															
Total Revenue (excluding capital transfers and contributions)	108,938	(1,005)	107,933	-	-	107,933	107,590	-	(343)	100%	99%	-	-	-	106,128
Employee costs	49,965	(1,328)	48,538	-	(0)	48,538	44,737	-	(3,801)	92%	90%	-	-	-	41,136
Remuneration of councillors	4,910	330	5,240	-	-	5,240	4,979	-	(261)	95%	101%	-	-	-	3,825
Debt impairment	-	-	-	-	-	-	-	-	-	0%	0%	-	-	-	-
Depreciation & asset impairment	4,965	(200)	4,765	-	-	4,765	5,107	-	322	107%	102%	-	-	-	4,182
Finance charges	-	-	-	-	-	-	-	-	-	0%	0%	-	-	-	-
Materials and bulk purchases	978	67	1,045	-	33	1,077	779	-	(268)	72%	83%	-	-	-	481
Transfers and grants	25,777	17,142	42,919	-	-	42,919	26,289	-	(16,620)	61%	102%	-	-	-	19,809
Other expenditure	28,693	791	27,484	-	(32)	27,451	26,313	-	(1,138)	96%	89%	-	-	-	20,380
Total Expenditure	113,209	15,801	130,010	-	-	130,010	108,213	-	(21,797)	83%	96%	-	-	-	89,870
Surplus/(Deficit)	(4,271)	(17,806)	(22,077)	-	-	(22,077)	(623)	-	21,454	3%	15%	-	-	-	16,259
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(4,271)	(17,806)	(22,077)	-	-	(22,077)	(423)	-	21,654	2%	10%	-	-	-	16,259
Share of surplus/(deficit) of associate	-	-	-	-	-	-	-	-	-	0%	0%	-	-	-	-
Surplus/(Deficit) for the year	(4,271)	(17,806)	(22,077)	-	-	(22,077)	(423)	-	21,654	2%	10%	-	-	-	16,259
Capital expenditure & funds sources															
Capital expenditure	34,457	(9,679)	24,778	-	-	24,778	11,932	-	(12,846)	48%	35%	-	-	-	14,143
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	0%	0%	-	-	-	-
Public contributions & donations	-	-	-	-	-	-	-	-	-	0%	0%	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	0%	0%	-	-	-	-
Intensely generated funds	34,457	(9,679)	24,778	-	-	24,778	11,932	-	(12,846)	48%	35%	-	-	-	14,143
Intensely generated funds	34,457	(9,679)	24,778	-	-	24,778	11,932	-	(12,846)	48%	35%	-	-	-	14,143
Total sources of capital funds	34,457	(9,679)	24,778	-	-	24,778	11,932	-	(12,846)	48%	35%	-	-	-	14,143
Cash flows															
Net cash from (used) operating	2,144	3,459	3,459	-	0	3,459	2,777	-	(682)	79%	130%	-	-	-	24,840
Net cash from (used) investing	(34,457)	9,651	(24,807)	-	-	(24,807)	(13,549)	-	11,258	56%	40%	-	-	-	(14,138)
Net cash from (used) financing	-	7	7	-	-	7	(7)	-	(14)	0%	0%	-	-	-	(6)
Cash/cash equivalents at the year end	54,155	11,012	(21,301)	-	0	(21,301)	(11,172)	-	10,129	52%	-21%	-	-	-	120,218

Notes
 3 = sum of column 1 and 2
 2 represents movements in original budget to get to final adjustments budget (including shifting of funds)
 Virements must offset each other so that Virements in Total Expenditure equals zero
 6 = sum of column 3, 4 and 5
 8 does not necessarily equal the difference between 8 and 8 because overspending is not the only reason for unauthorised expenditure
 9 = 7 - 6
 10 = (7/6)*100
 11 = (9/1)*100
 14 = 13 - 12
 15 in revenue equals Audited Outcome plus funds actually recovered
 15 in expenditure equals Audited Outcome less funds actually recovered
 15 in Cash Flow equals Audited Outcome plus funds recovered

WATERBERG DISTRICT MUNICIPALITY

Unaudited schedule:
Appendix A2: Reconciliation of Table A2 Budgeted Financial Performance (revenue and expenditure by standard classification)

Description	2011/2012										2010/2011				
	Original Budget	Budget Adjustments (L.O. S26 and S31 of the MFM)	Final adjustments budget	Shifting of funds (L.O. S31 of the MFM)	Virement (L.O. Council approved policy)	Final Budget	Actual Outcome	Unauthorised expenditure	Variance	Actual Outcome as % of Final Budget	Actual Outcome as % of Original Budget	Reported unauthorised expenditure	Expenditure authorised in terms of section 32 of MFMA	Balance to be recovered	Restated Audited Outcome
R thousand	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Revenue - Standard															
Governance and administration	97,919	(719)	97,200	-	-	97,200	99,448	-	1,188	101%	100%	-	-	-	96,183
Executive and council	1,160	341	1,531	-	-	1,531	1,416	-	(115)	93%	119%	-	-	-	1,768
Budget and treasury office	95,881	(1,189)	95,517	-	-	95,517	96,804	-	1,287	101%	100%	-	-	-	94,235
Corporate services	108	105	213	-	-	213	228	-	16	107%	211%	-	-	-	180
Community and public safety	8,354	-	8,354	-	-	8,354	8,674	-	320	104%	104%	-	-	-	7,923
Community and social services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sport and recreation	-	-	-	-	-	-	320	-	320	-	-	-	-	-	42
Public safety	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	8,354	-	8,354	-	-	8,354	8,354	-	-	100%	100%	-	-	-	7,881
Economic and environmental services	1,449	100	1,549	-	-	1,549	60	-	(1,489)	4%	4%	-	-	-	1,384
Planning and development	-	100	100	-	-	100	60	-	(40)	60%	0%	-	-	-	724
Road transport	1,449	-	1,449	-	-	1,449	-	-	(1,449)	0%	0%	-	-	-	659
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management	1,158	(388)	770	-	-	770	679	-	(91)	88%	95%	-	-	-	638
Other	106,538	(1,005)	107,533	-	-	107,533	107,892	-	(72)	100%	99%	-	-	-	106,128
Expenditure - Standard															
Governance and administration	47,860	9,888	57,748	-	-	57,748	48,300	-	(9,359)	84%	101%	-	-	-	42,077
Executive and council	23,542	5,107	28,649	-	-	28,649	25,249	-	(3,400)	88%	107%	-	-	-	20,380
Budget and treasury office	9,360	(470)	9,450	-	-	9,450	8,053	-	(1,437)	85%	81%	-	-	-	9,301
Corporate services	14,358	5,251	19,609	-	-	19,609	15,088	-	(4,621)	77%	105%	-	-	-	12,397
Community and public safety	37,351	932	38,483	-	-	38,483	36,044	-	(2,439)	89%	101%	-	-	-	29,335
Community and social services	4,574	(103)	4,471	-	-	4,471	4,288	-	(203)	95%	93%	-	-	-	2,655
Sport and recreation	19,895	935	20,881	-	-	20,881	21,097	-	216	101%	106%	-	-	-	16,998
Public safety	13,061	50	13,131	-	-	13,131	12,679	-	(452)	97%	97%	-	-	-	10,623
Housing	24,109	6,057	30,167	-	-	30,167	18,388	-	(11,780)	61%	76%	-	-	-	15,055
Health	8,119	1,242	9,361	-	-	9,361	5,780	-	(3,681)	62%	71%	-	-	-	9,055
Economic and environmental services	15,990	4,615	20,605	-	-	20,605	12,808	-	(8,197)	61%	79%	-	-	-	6,000
Planning and development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Road transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management	3,688	(79)	3,612	-	-	3,612	3,463	-	(149)	96%	94%	-	-	-	3,402
Other	113,206	(6,801)	130,010	-	-	130,010	106,285	-	(21,225)	85%	96%	-	-	-	89,570
Total Expenditure - Standard	4,271	(17,806)	(22,077)	-	-	(22,077)	(423)	-	21,654	2%	10%	-	-	-	16,258

WATERBERG DISTRICT MUNICIPALITY

Unaudited schedule:
Appendix A3: Reconciliation of Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	2011/2012										2010/2011				
	Original Budget	Budget Adjustments (f.t.o. s28 and s31 of the MFMA)	Final adjustments budget	Shifting of funds (f.t.o. s31 of the MFMA)	Virement (f.t.o. Council approved policy)	Final Budget	Actual Outcome	Unauthorised expenditure	Variance	Actual Outcome as % of Final Budget	Actual Outcome as % of Original Budget	Reported unauthorised expenditure	Expenditure authorised in terms of section 32 of MFMA	Balance to be recovered	Restated Audited Outcome
R thousand	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Revenue by Vote															
Vote 1 - FINANCIAL SERVICES	96,681	(1,165)	96,517	-	-	96,517	96,804	-	1,287	101%	100%	-	-	-	94,235
Vote 2 - MUNICIPAL MANAGER	1,190	341	1,531	-	-	1,531	1,416	-	(115)	93%	119%	-	-	-	1,762
Vote 3 - CORPORATE SERVICES	108	105	213	-	-	213	228	-	16	107%	211%	-	-	-	180
Vote 4 - PLANNING	-	100	100	-	-	100	60	-	(40)	60%	#DIV/0!	-	-	-	724
Vote 5 - TECHNICAL SERVICES	1,449	-	1,449	-	-	1,449	-	-	(1,449)	0%	0%	-	-	-	669
Vote 6 - MAYORS OFFICE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8
Vote 7 - SOCIAL SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - FIRE FIGHTING	-	-	-	-	-	-	320	-	320	-	-	-	-	-	42
Vote 9 - MUNICIPAL HEALTH	8,354	-	8,354	-	-	8,354	8,354	-	-	100%	100%	-	-	-	7,881
Vote 10 - ABBATOR	1,156	(386)	770	-	-	770	679	-	(91)	88%	59%	-	-	-	638
Example 11 - Vote11															
Example 12 - Vote12															
Example 13 - Vote13															
Example 14 - Vote14															
Example 15 - Vote15															
Total Revenue by Vote	108,938	(1,005)	107,933			107,933	107,862		(72)	100%	99%				106,128
Expenditure by Vote to be appropriated															
Vote 1 - FINANCIAL SERVICES	9,960	(470)	9,490	-	-	9,490	8,053	-	(1,437)	85%	81%	-	-	-	9,301
Vote 2 - MUNICIPAL MANAGER	7,457	3,492	10,949	-	-	10,949	9,133	-	(1,816)	83%	122%	-	-	-	7,777
Vote 3 - CORPORATE SERVICES	14,358	5,251	19,609	-	-	19,609	15,088	-	(4,521)	77%	105%	-	-	-	12,397
Vote 4 - PLANNING	8,119	1,242	9,361	-	-	9,361	5,780	-	(3,581)	62%	71%	-	-	-	9,055
Vote 5 - TECHNICAL SERVICES	15,990	4,815	20,805	-	-	20,805	12,608	-	(8,197)	61%	79%	-	-	-	6,000
Vote 6 - MAYORS OFFICE	16,085	1,615	17,700	-	-	17,700	16,116	-	(1,584)	91%	100%	-	-	-	12,603
Vote 7 - SOCIAL SERVICES	4,574	(103)	4,471	-	-	4,471	4,268	-	(203)	95%	93%	-	-	-	2,555
Vote 8 - FIRE FIGHTING	19,856	985	20,841	-	-	20,841	21,097	-	215	101%	106%	-	-	-	15,968
Vote 9 - MUNICIPAL HEALTH	13,081	60	13,141	-	-	13,141	12,679	-	(462)	97%	97%	-	-	-	10,823
Vote 10 - ABBATOR	3,688	(76)	3,612	-	-	3,612	3,463	-	(149)	96%	94%	-	-	-	3,402
Example 11 - Vote11															
Example 12 - Vote12															
Example 13 - Vote13															
Example 14 - Vote14															
Example 15 - Vote15															
Total Expenditure by Vote	113,209	16,801	130,010			130,010	106,285		(21,725)	83%	95%				89,870
Surplus/(Deficit) for the year	(4,271)	(17,866)	(22,077)			(22,077)	(423)		21,654	2%	10%				16,258

WATERBERG DISTRICT MUNICIPALITY

Unaudited schedule:

Appendix A4: Reconciliation of Table A4 Budgeted Financial Performance (revenue and expenditure)

R thousand	Description	2011/2012							2010/2011				Revised Audited Outcome		
		Original Budget	Budget Adjustments (i.e. s23 and s21 of the MFMA)	Final adjustments budget	Shifting of funds (i.e. s31 of the MFMA)	Virement (i.e. Council approved policy)	Final Budget	Actual Outcome	Unauthorised expenditure	Variance	Actual Outcome as % of Final Budget	Actual Outcome as % of Original Budget		Reported unauthorised expenditure	Expenditure authorised in terms of section 32 of MFMA
	Revenue By Source														
	Property rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Service charges - refuse revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Service charges - other	940	(200)	740	-	740	652	(88)	-	88%	89%	-	-	608	
	Rental of facilities and equipment	96	(96)	-	-	-	-	-	-	-	-	-	-	-	
	Interest earned - external investments	7,900	(1,800)	6,300	-	6,300	7,402	1,102	-	117%	94%	-	-	8,253	
	Interest earned - outstanding debtors	120	(90)	30	-	30	37	7	-	122%	31%	-	-	30	
	Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Licences and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Agency services	-	-	-	-	-	76	-	-	-	-	-	-	16	
	Transfers recognised - operational	99,831	-	100,812	-	100,812	99,298	(1,514)	-	98%	99%	-	-	97,037	
	Other revenue	51	-	51	-	51	116	64	-	225%	225%	-	-	180	
	Gains on disposal of PPE	-	-	-	-	-	11	11	-	-	-	-	-	4	
	Total Revenue (excluding capital transfers and contributions)	108,938	(1,005)	107,933	-	107,933	107,990	(643)	-	100%	99%	-	-	106,128	
	Expenditure By Type														
	Employee related costs	49,865	(1,328)	48,538	-	48,538	44,737	(3,801)	-	92%	90%	-	-	41,166	
	Remuneration of councillors	4,910	330	5,240	-	5,240	4,979	(261)	-	95%	101%	-	-	3,825	
	Debt impairment	25	(10)	15	-	15	133	118	-	889%	534%	-	-	30	
	Depreciation & asset impairment	4,985	(200)	4,785	-	4,785	5,107	322	-	107%	102%	-	-	4,182	
	Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Bulk purchases	978	67	1,045	-	1,077	779	(268)	-	72%	80%	-	-	481	
	Other materials	11,811	(490)	11,321	-	11,321	11,987	666	-	106%	101%	-	-	8,389	
	Contracted services	25,777	17,442	42,919	-	42,919	26,298	(16,620)	-	61%	102%	-	-	19,608	
	Transfers and grants	14,857	1,281	16,147	-	16,115	14,193	(1,923)	-	88%	96%	-	-	11,961	
	Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Total Expenditure	113,209	16,801	130,010	-	130,010	108,213	(21,797)	-	83%	86%	-	-	89,370	
	Surplus/(Deficit)	(4,271)	(17,866)	(22,077)	-	(22,077)	(623)	21,454	-	3%	15%	-	-	16,258	
	Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Contributions recognised - capital	-	-	-	-	-	200	200	-	-	-	-	-	-	
	Contributed assets	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Surplus/(Deficit) after capital transfers & contributions	(4,271)	(17,866)	(22,077)	-	(22,077)	(423)	21,454	-	2%	10%	-	-	16,258	
	Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Surplus/(Deficit) after taxation	(4,271)	(17,866)	(22,077)	-	(22,077)	(423)	21,454	-	2%	10%	-	-	16,258	
	Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Surplus/(Deficit) attributable to municipality	(4,271)	(17,866)	(22,077)	-	(22,077)	(423)	21,454	-	2%	10%	-	-	16,258	
	Share of surplus/(deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Surplus/(Deficit) for the year	(4,271)	(17,866)	(22,077)	-	(22,077)	(423)	21,454	-	2%	10%	-	-	16,258	

WATERBERG DISTRICT MUNICIPALITY

Unaudited schedule:
Appendix A5: Reconciliation of Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	2011/2012										2010/2011				
	Original Budget	Budget Adjustments (1 to s28 and s31 of MFMA)	Final adjustments budget	Shifting of funds (1 to s31 of the MFMA)	Virement (1 to Council approved policy)	Final Budget	Actual Outcome	Unauthorized expenditure	Variance	Actual Outcome as % of Final Budget	Actual Outcome as % of Original Budget	Reported unauthorised expenditure	Expenditure authorised in terms of section 22 of MFMA	Balance to be recovered	Revised Audited Outcome
R thousand	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Capital expenditure - Vote															
Multi-year expenditure															
Vote 1 - FINANCIAL SERVICES	-	-	-	-	-	-	71	-	71	-	-	-	-	-	-
Vote 2 - MUNICIPAL MANAGER	-	-	-	-	-	-	51	-	51	-	-	-	-	-	-
Vote 3 - CORPORATE SERVICES	34,457	(13,151)	21,306	-	-	21,306	2,038	-	(19,270)	10%	6%	-	-	-	14,143
Vote 4 - PLANNING	-	-	-	-	-	-	37	-	37	-	-	-	-	-	-
Vote 5 - TECHNICAL SERVICES	-	-	-	-	-	-	7	-	7	-	-	-	-	-	-
Vote 6 - MAYORS OFFICE	-	-	-	-	-	-	1,388	-	1,388	-	-	-	-	-	-
Vote 7 - SOCIAL SERVICES	-	-	-	-	-	-	7,398	-	7,398	-	-	-	-	-	-
Vote 8 - FIRE FIGHTING	-	-	-	-	-	-	3	-	3	-	-	-	-	-	-
Vote 9 - MUNICIPAL HEALTH	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - ABABATOR	-	-	-	-	-	-	-	-	943	-	-	-	-	-	-
Capital multi-year expenditure sub-total	34,457	(13,151)	21,306	-	-	21,306	10,989	-	(9,374)	10%	6%	-	-	-	14,143
Single-year expenditure															
Vote 1 - FINANCIAL SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL MANAGER	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - CORPORATE SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - PLANNING	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - TECHNICAL SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - MAYORS OFFICE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 7 - SOCIAL SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - FIRE FIGHTING	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - MUNICIPAL HEALTH	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - ABABATOR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	-	3,472	3,472	-	-	3,472	943	-	(2,529)	27%	0%	-	-	-	-
Total Capital Expenditure - Vote	34,457	(9,679)	24,778	-	-	24,778	11,932	-	(11,903)	48%	0%	-	-	-	14,143
Capital Expenditure - Standard															
Executive and council	34,457	(13,151)	21,306	-	-	21,306	3,546	-	(17,760)	17%	10%	-	-	-	14,143
Budget and treasury office	-	-	-	-	-	-	1,439	-	1,439	-	-	-	-	-	-
Corporate services	-	-	-	-	-	-	71	-	71	-	-	-	-	-	-
Community and public safety	34,457	(13,151)	21,306	-	-	21,306	2,035	-	(19,270)	10%	6%	-	-	-	14,143
Community and social services	-	-	-	-	-	-	7,398	-	7,398	-	-	-	-	-	-
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety	-	-	-	-	-	-	7,398	-	7,398	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	3	-	3	-	-	-	-	-	-
Economic and environmental services	-	-	-	-	-	-	44	-	44	-	-	-	-	-	-
Planning and development	-	-	-	-	-	-	37	-	37	-	-	-	-	-	-
Road transport	-	-	-	-	-	-	7	-	7	-	-	-	-	-	-
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	3,472	3,472	-	-	3,472	943	-	(2,529)	27%	0%	-	-	-	-
Total Capital Expenditure - Standard	34,457	(9,679)	24,778	-	-	24,778	11,932	-	(12,846)	48%	35%	-	-	-	14,143
Funded by:															
National Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Provincial Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
District Municipality	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other transfers and grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public contributions & donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing	34,457	(9,679)	24,778	-	-	24,778	11,932	-	(12,846)	48%	35%	-	-	-	14,143
Internally generated funds	34,457	(9,679)	24,778	-	-	24,778	11,932	-	(12,846)	48%	35%	-	-	-	14,143
Total Capital Funding	34,457	(9,679)	24,778	-	-	24,778	11,932	-	(12,846)	48%	35%	-	-	-	14,143

WATERBERG DISTRICT MUNICIPALITY

Unaudited schedule:
Appendix A6: Reconciliation of Table A6 Budgeted Financial Position

Description	2011/2012					2010/2011									
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
R thousand	Original Budget	Budget Adjustments (i.e. S22 and S31 of the MFMA)	Final adjustments budget	Shifting of funds (i.e. S31 of the MFMA)	Virement (i.e. Council approved policy)	Final Budget	Actual Outcome	Unauthorised expenditure	Variance	Actual Outcome as % of Final Budget	Actual Outcome as % of Original Budget	Reported unauthorised expenditure	Expenditure authorised in terms of section 32 of MFMA	Balance to be recovered	Restated Audited Outcome
ASSETS															
Current Assets															
Cash	5,002	-	5,002	-	-	5,002	97,739	-	92,737	1954%	1954%	-	-	-	106,912
Call Investment deposits	91,308	(17,814)	73,495	-	-	73,495	20,287	-	(53,208)	28%	22%	-	-	-	18,085
Consumer debtors	165	10	175	-	-	175	11	-	(164)	6%	7%	-	-	-	23
Other debtors	1,720	-	1,720	-	-	1,720	6,666	-	4,947	388%	388%	-	-	-	4,017
Current portion of long-term receivables	-	-	-	-	-	-	74	-	74	-	-	-	-	-	27
Inventory	82	-	82	-	-	82	100	-	18	122%	122%	-	-	-	93
Total current assets	96,278	(17,804)	80,474	-	-	80,474	124,878	-	44,404	155%	127%	-	-	-	131,157
Non-Current Assets															
Long-term receivables	2	-	2	-	-	2	35	-	33	1717%	1717%	-	-	-	2
Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Investment in Associates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	64,857	10,952	75,809	-	-	75,809	57,450	-	(18,360)	76%	89%	-	-	-	51,632
Agricultural	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	5,321	(2,848)	2,473	-	-	2,473	2,625	-	152	106%	49%	-	-	-	1,636
Other non-current assets	27	-	27	-	-	27	-	-	(27)	0%	0%	-	-	-	-
Total non current assets	70,206	8,105	78,311	-	-	78,311	60,110	-	(18,201)	77%	86%	-	-	-	53,270
TOTAL ASSETS	166,484	(9,699)	156,785	-	-	158,785	184,988	-	26,203	117%	110%	-	-	-	184,426
LIABILITIES															
Current Liabilities															
Bank overdraft	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing	7	-	7	-	-	7	2	-	(6)	22%	22%	-	-	-	2
Consumer deposits	7,742	270	8,012	-	-	8,012	9,168	-	1,146	114%	118%	-	-	-	9,165
Trade and other payables	2,023	(98)	1,925	-	-	1,925	1,715	-	(210)	89%	85%	-	-	-	1,263
Provisions	9,771	172	9,943	-	-	9,943	10,874	-	931	109%	111%	-	-	-	10,830
Total current liabilities	17,542	172	17,714	-	-	17,714	20,821	-	3,107	118%	111%	-	-	-	21,625
Non-Current Liabilities															
Borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	12,830	-	12,830	-	-	12,830	12,852	-	21	100%	100%	-	-	-	12,312
Total non current liabilities	12,830	-	12,830	-	-	12,830	12,852	-	21	100%	100%	-	-	-	12,312
TOTAL LIABILITIES	30,372	172	30,544	-	-	30,544	33,673	-	3,534	114%	105%	-	-	-	33,937
NET ASSETS	136,112	(9,871)	126,241	-	-	128,241	151,315	-	22,669	119%	111%	-	-	-	150,489
COMMUNITY WEALTH / EQUITY															
Accumulated Surplus / (Deficit)	145,683	(9,871)	135,812	-	-	135,812	161,282	-	25,470	111%	111%	-	-	-	161,685
Reserves	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH / EQUITY	145,683	(9,871)	135,812	-	-	135,812	161,282	-	25,470	111%	111%	-	-	-	161,685

WATERBERG DISTRICT MUNICIPALITY

Unaudited schedule:
Appendix A7: Reconciliation of Table A7 Budgeted Cash Flows

Description	2011/2012							2010/2011	
	Original Budget	Budget Adjustments (I.L.O. s28)	Final adjustments budget	Final Budget	Actual Outcome	Variance	Actual Outcome as % of Final Budget	Actual Outcome as % of Original Budget	Audited Outcome
R thousand	1	2	3	6	7	9	10	11	12
CASH FLOW FROM OPERATING ACTIVITIES									
Receipts	106,719	(2,681)	106,039	106,039	104,949	(1,090)	98%	97%	107,207
Ratepayers and other	888	(1,972)	(1,103)	(1,103)	633	1,836	-76%	96%	770
Government - operating	99,831	981	100,812	100,812	96,677	(4,135)	96%	97%	98,155
Government - capital	-	-	-	-	-	-	-	-	-
Interest	8,020	(1,690)	6,330	6,330	7,438	1,108	116%	93%	8,283
Dividends	-	-	-	-	-	-	-	-	-
Payments	(106,575)	4,035	(102,540)	(102,540)	(102,171)	369	100%	96%	(82,341)
Suppliers and employees	(80,798)	21,177	(59,621)	(59,621)	(76,708)	(17,086)	125%	95%	(62,416)
Finance charges	-	-	-	-	-	-	-	-	-
Transfers and Grants	(25,777)	(17,142)	(42,919)	(42,919)	(25,464)	17,455	59%	99%	(19,925)
NET CASH FROM/(USED) OPERATING ACTIVITIES	2,144	1,354	3,499	3,499	2,777	(721)	79%	130%	24,866
CASH FLOWS FROM INVESTING ACTIVITIES									
Receipts	-	(29)	(29)	(29)	(2,217)	(2,189)	7706%	-	4,028
Proceeds on disposal of PPE	-	-	-	-	17	17	-	-	6
Decrease (Increase) in non-current debtors	-	(2)	(2)	(2)	-	2	0%	-	4
Decrease (Increase) other non-current receivables	-	(27)	(27)	(27)	(33)	(6)	122%	-	-
Decrease (Increase) in non-current investments	-	-	-	-	(2,202)	(2,202)	-	-	4,018
Payments	(34,457)	9,679	(24,778)	(24,778)	(11,732)	13,046	47%	34%	(7,600)
Capital assets	(34,457)	9,679	(24,778)	(24,778)	(11,732)	13,046	47%	34%	(7,600)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(34,457)	9,651	(24,807)	(24,807)	(13,949)	10,657	56%	40%	(3,573)
CASH FLOWS FROM FINANCING ACTIVITIES									
Receipts	-	7	7	7	-	(7)	0%	-	-
Short term loans	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	-	7	7	7	-	(7)	-	-	-
Payments	-	-	-	-	-	-	-	-	-
Repayment of borrowing	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES	-	7	7	7	-	(7)	0%	-	-
NET INCREASE/ (DECREASE) IN CASH HELD	(32,313)	11,012	(21,301)	(21,301)	(11,172)	10,129	52%	35%	21,293
Cash/cash equivalents at the year begin:	66,470	-	66,470	66,470	108,912	22,442	126%	126%	87,619
Cash/cash equivalents at the year end:	64,156	11,012	65,168	65,168	97,739	32,571	150%	180%	108,912

WATERBERG DISTRICT MUNICIPALITY

**UNAUDITED SCHEDULE
APPENDIX B
SCHEDULE OF EXTERNAL LOANS AS AT 30 JUNE 2012**

EXTERNAL LOANS	Loan Number	Redeemable	Balance at 2011/06/30	Received during the period	Redeemed written off during the period	Balance at 2012/06/30	Carrying Value of Property, Plant & Equip	Other Costs in accordance with the MFMA
None								
TOTAL EXTERNAL LOANS			-	-	-	-	-	-

WATERBERG DISTRICT MUNICIPALITY

**UNAUDITED SCHEDULE
APPENDIX C
ANALYSIS OF PROPERTY, PLANT AND EQUIPMENT AS AT 30 JUNE 2012**

Description	Cost / Revaluation										Accumulated Depreciation / Impairment			Carrying Value	
	Opening Balance	Additions	Balance b/f	Under Construction	Under Construction	Under Construction	Transfers	Disposals	Closing Balance	Opening Balance	Additions	Disposals	Closing Balance		R
Land and Buildings															
Land:															
Land: Developed	728,000	200,000	-	-	-	-	-	-	928,000	-	-	-	-	928,000	
Land: Undeveloped	437,500	-	-	-	-	-	-	-	437,500	-	-	-	-	437,500	
Buildings:															
Office Buildings	8,329,214	-	-	-	-	-	-	-	8,329,214	969,703	349,935	-	1,319,638	7,009,577	
Workshops & Depots	483,737	-	-	-	-	-	-	-	483,737	37,197	25,755	-	62,952	420,785	
Fittings & Fixtures	-	227,486	-	-	-	-	-	-	227,486	-	1,121	-	1,121	226,365	
	9,978,451	427,486	-	-	-	-	-	-	10,405,937	1,006,899	376,811	-	1,383,710	9,022,227	
Community Assets															
Other Facilities:															
Abattoirs	5,937,263	-	4,978,841	858,393	(5,837,235)	-	5,837,235	-	6,795,656	129,322	54,929	-	184,251	6,611,406	
Disaster Centres	20,371,880	-	-	-	-	-	-	-	20,371,880	1,538,991	1,167,429	-	2,706,420	17,665,460	
	26,309,144	-	4,978,841	858,393	(5,837,235)	-	5,837,235	-	27,167,537	1,668,313	1,222,358	-	2,890,671	24,276,866	
Other Assets															
Bins and Containers:															
Household Refuse Bins	17,400	-	-	-	-	-	-	-	17,400	16,571	810	-	17,381	19	
Computer Equipment:															
Computer Hardware	3,279,849	804,906	-	-	-	-	-	(355,231)	3,729,524	1,945,412	513,102	(338,027)	2,120,487	1,609,037	
Computer Networks	185,621	-	-	-	-	-	-	-	185,621	43,753	19,121	-	62,874	122,747	
Emergency Equipment:															
Emergency / Rescue Equipment	10,119	86,609	-	-	-	-	-	(10,119)	86,609	10,119	1,273	(10,119)	1,273	85,336	
Fire Fighting Equipment	864,177	1,046,573	-	-	-	-	-	(42,460)	1,868,290	223,653	262,306	(41,347)	444,612	1,423,678	
Furniture and Fittings:															
Advertising Boards	15,381	-	-	-	-	-	-	-	15,381	4,783	2,849	-	7,632	7,749	
Cabinets and Cupboards	644,506	41,393	-	-	-	-	-	(9,464)	676,435	346,491	72,744	(8,382)	410,853	265,582	
Chairs and Couches	1,028,770	74,241	-	-	-	-	-	(61,459)	1,041,552	580,022	95,674	(57,412)	618,283	423,269	
Desks and Tables	770,052	111,590	-	-	-	-	-	(39,215)	842,427	418,249	83,217	(37,764)	463,702	378,725	
Domestic / Hostel Furniture	54,346	-	-	-	-	-	-	(150)	54,196	5,787	4,049	(150)	9,686	44,510	
Other Furniture and Fittings	60,018	1,189	-	-	-	-	-	(654)	60,553	14,783	8,269	(650)	22,402	38,151	
Office Equipment:															
Air Conditioners (Individual)	393,934	40,500	-	-	-	-	-	-	434,434	152,746	78,089	-	230,835	203,600	
Audiovisual Equipment	245,983	411,912	-	-	-	-	-	(15,503)	641,992	126,196	35,516	(6,956)	154,754	487,238	
Chairs, Decorations and Robes	25,000	-	-	-	-	-	-	-	25,000	24,167	701	-	24,868	132	

WATERBERG DISTRICT MUNICIPALITY

**UNAUDITED SCHEDULE
APPENDIX D
SEGMENTAL ANALYSIS OF PROPERTY, PLANT AND EQUIPMENT AS AT 30 JUNE 2012**

Department	Opening Balance		Additions		Under Construction		Under Construction		Under Construction		Under Construction		Transfers		Disposals		Closing Balance		Accumulated Depreciation / Impairment		Carrying Value		
	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	
Budget & Treasury Office	536,926	71,231	-	-	-	-	55	(42,802)	566,410	311,431	66,705	563	(42,589)	336,110	229,300								
Municipal Manager's Office	274,452	50,856	-	-	-	-	(1,250)	(16,867)	307,191	181,646	30,609	(1,220)	(12,081)	198,954	108,237								
Corporate Support & Shared Services	13,068,496	789,451	-	-	-	-	11,386	(323,457)	13,575,876	2,935,829	842,799	6,262	(317,765)	3,467,125	10,108,751								
Planning & Economic Development	225,087	37,058	-	-	-	-	(5,965)	-	256,180	127,072	31,104	(3,281)	-	164,895	101,285								
Infrastructure Development	239,568	6,788	-	-	-	-	-	(31,458)	214,868	141,486	30,489	-	(31,318)	140,657	74,241								
Executive Mayor's Office	2,392,853	1,387,904	-	-	-	-	-	(41,172)	3,739,585	1,050,825	355,083	-	(93,717)	1,372,191	2,367,394								
Social Development & Community Services	213,362	-	-	-	-	-	-	(8,665)	204,697	116,195	29,061	-	(7,263)	137,993	66,704								
Fire Fighting	40,093,248	7,395,754	-	-	-	-	(4,226)	(186,704)	47,298,072	6,851,747	3,271,993	(2,324)	(146,109)	9,975,297	37,322,775								
Environmental Health	427,958	2,888	-	-	-	-	-	(22,441)	408,405	240,154	63,194	-	(19,990)	283,358	125,047								
Abattoir	6,480,968	85,000	4,978,841	858,394	(5,837,235)	-	5,837,235	(12,162)	7,412,200	394,494	83,791	-	(12,094)	466,191	6,946,009								
Total	63,982,918	9,826,930	4,978,841	858,394	(5,837,235)	-	5,837,235	(685,728)	73,982,514	12,350,879	4,804,818	-	(622,926)	16,532,771	57,448,743								

WATERBERG DISTRICT MUNICIPALITY
UNAUDITED SCHEDULE
APPENDIX E
SEGMENTAL STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 30 JUNE 2012

	2011 Actual Income R	2011 Actual Expenditure R	2011 Surplus/ (Deficit) R		2012 Actual Income R	2012 Actual Expenditure R	2012 Surplus/ (Deficit) R
	94 234 565	9 300 505	84 934 060	Budget & Treasury	96 803 626	8 052 633	88 750 993
	1 761 578	7 777 015	(6 015 437)	Municipal Manager	1 416 295	9 132 807	(7 716 512)
	179 726	12 396 517	(12 216 791)	Corporate Support & Shared Services	228 194	15 088 393	(14 860 199)
	724 443	9 055 227	(8 330 784)	Planning and Economic Development	59 888	5 779 757	(5 719 869)
	659 400	6 000 104	(5 340 704)	Infrastructure Development	-	12 608 498	(12 608 498)
	7 500	12 603 122	(12 595 622)	Executive Mayor's Office	-	16 115 720	(16 115 720)
	-	2 554 841	(2 554 841)	Social Development & Community Services	-	4 267 781	(4 267 781)
	42 105	15 957 578	(15 915 473)	Disaster Management	320 361	21 096 774	(20 776 413)
	7 881 000	10 822 911	(2 941 911)	Environmental Health	8 354 000	12 679 271	(4 325 271)
	637 878	3 402 494	(2 764 616)	Abattoir	679 145	3 463 063	(2 783 918)
	106 128 195	89 870 314	16 257 881	TOTAL	107 861 509	108 284 697	(423 188)

WATERBERG DISTRICT MUNICIPALITY

**UNAUDITED SCHEDULE
APPENDIX F(1)
ACTUAL VERSUS BUDGET (REVENUE AND EXPENDITURE) FOR THE YEAR ENDED 30 JUNE 2012**

REVENUE	2012 Actual R	2012 Budget R	2012 Variance R	2012 Variance %	Explanation of Significant Variances greater than 10% versus Budget
Abattoir service charges	652 212	740 000	(87 788)	-12%	Abattoir income is lower than budgeted due to a lower than budgeted throughput
Interest earned - external investments	7 401 552	6 300 000	1 101 552	17%	Interest underbudgeted due to a higher than projected interest rate but also due to improved cash flow management with bigger balance invested over longer terms rather than being kept in the current account at a lower interest rate.
Interest earned - outstanding debtors	36 651	30 000	6 651	22%	Received interest on late VAT refunds from SARS which was not budgeted for.
Government grants and subsidies	99 297 570	100 787 892	(1 490 322)	-1%	Fire fighting income was significantly more than previous years and therefore underbudgeted. Tender document sales was higher than projected due to bigger interest by bidders and a number of re-advertisements of tenders.
Other income	204 750	75 372	129 378	172%	Donated and contributed property, plant and equipment was not budgeted for. Transfer of land from Lephalale Local Municipality occurred in June 2012.
Public contributions, donated and contributed property, plant and equipment	200 000	-	200 000	100%	Gain on disposals of property, plant and equipment was not budgeted for. The proceeds relate to an insurance claims on stolen assets.
Gain on disposal of property, plant and equipment	10 607	-	10 607	100%	The investment was written off as irrecoverable, but subsequently received a final liquidation dividend. The asset was refurbished which led to the previous impairment being reversed.
Reversal of impairment loss	58 167	-	58 167	100%	
Total Revenue	107 861 509	107 933 264	(71 755)		
EXPENDITURE					
Employee related costs	(43 351 405)	(46 899 256)	3 547 851	-8%	The effect of implementation of IAS 19 Employee Benefits defined benefit valuations were budgeted based on the prior year forecast but actual discount rates were different.
Remuneration of Councilors	(4 978 992)	(5 239 583)	260 601	-5%	The effect of implementation of IAS 19 Employee Benefits defined benefit valuations were budgeted based on the prior year forecast but actual discount rates were different.
Post-retirement health care expenditure	(965 374)	(1 424 068)	458 714	-32%	Provision for bad debts was overbudgeted as no new disputes occurred and some of the previous councilors' debt was recovered.
Long-service award expenditure	(451 731)	(252 271)	(199 460)	79%	Mainly due to underspending on audit fees, because of improved audit, and legal fees, due to austerity measures implemented.
Bad debt	(35 434)	(15 000)	(20 434)	136%	Under spending on repairs & maintenance on vehicles compared to previous year's expenditure, partly due to the procurement of a new mayoral vehicle.
General expenses	(14 178 888)	(16 052 789)	1 873 881	-12%	Lephalale Local Municipality budget overspend due to incorrect savings transferred to other local municipalities during the adjustment budget because of Lephalale's omission of their outstanding personnel salaries claims. But it was recovered from savings in other votes in the Disaster Department.
Repairs & Maintenance	(778 996)	(1 077 362)	298 366	-28%	Under spending on projects for the majority due to late appointments and re-advertisements on the tender process. Impairment of investment receivable was not budgeted as it was anticipated that this money will be partly recovered and this not written off in the current year.
Fire Fighting	(11 987 004)	(11 321 111)	(665 893)	6%	Loss on disposal was slightly overbudgeted due to the fact that some of the write offs were offset against insurance claims which could not have been realistically anticipated at the time of the budget compilation.
Project expenditure	(26 298 569)	(42 918 643)	16 620 074	-39%	
Depreciation and amortisation	(5 106 721)	(4 785 000)	(321 721)	7%	
Impairment of assets	(142 748)	-	(142 748)	100%	
Loss on disposal of Property, Plant and Equipment	(8 645)	(25 000)	16 155	-65%	
Total Expenditure	(108 284 697)	(130 010 083)	21 725 386		
NET SURPLUS FOR THE YEAR	(423 188)	(22 076 819)	21 653 631		

WATERBERG DISTRICT MUNICIPALITY

**UNAUDITED SCHEDULE
APPENDIX F (2)**

ACTUAL VERSUS BUDGET (ACQUISITION OF PROPERTY, PLANT AND EQUIPMENT) FOR THE YEAR ENDED 30 JUNE 2012

	<u>2012 Actual</u>	<u>2012 Under Construction</u>	<u>2012 Total Additions</u>	<u>2012 Budget</u>	<u>2012 Variance</u>	<u>2012 Variance</u>	<u>Explanation of Significant Variances greater than 10% versus Budget</u>
	R	R	R	R	R	%	
Land and Buildings							
Land	200,000.00	-	200 000	-	200 000	100%	This land was donated at no charge by Lephalale Local Municipality, the cost is the fair value.
Buildings & Facilities	1,085,879	-	1 085 879	1 246 773	(160 894)	-13%	Phase 2 of the Upgrade of the Abattoir has been completed, but the snaglist is still outstanding.
Other Assets							
Bins and Containers	-	-	-	-	-	0%	
Computer Equipment	804,906	-	804 906	1 103 000	(298 094)	-27%	IT equipment to assist local municipalities still has to be procured.
Emergency Equipment	1,133,182	-	1 133 182	2 911 012	(1 777 830)	-61%	Significant delays in appointment of service providers due to incorrect costing and lack of qualifying bidders.
Furniture and Fittings	228,413	-	228 413	500 000	(271 587)	-54%	Some funding has been rolled over to assist with planned movable asset procurements.
Office Equipment	456,691	-	456 691	600 000	(143 309)	-24%	Austerity measures implemented on procurement of furniture for new Councilors.
Plant and Equipment	85,000	-	85 000	100 000	(15 000)	-15%	Procurement at lower cost than projected.
Motor vehicles	1,690,951	-	1 690 951	2 360 000	(669 049)	-28%	Service provider still awaiting parts to be imported which causes delays in project completion.
Specialised vehicles	5,000,302	-	5 000 302	9 873 585	(4 873 283)	-49%	Time delays on fire engines as certain parts are imported. Budget on high rise fire engine was insufficient and project to be reconsidered during roll over adjustment budget.
TOTAL	10 685 324	-	10 685 324	18 694 370	(8 009 046)		