

ANNUAL REPORT
VOLUME I

2012/2013

30 JUNE 2012

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VOLUME II - ANNUAL FINANCIAL STATEMENTS

Quality Certification

I, Ramakarane Sugar Tshepiso Rankgotho, Municipal Manager of Setsoto Local Municipality, hereby confirm that the annual report for 01 July 2012 to 30 June 2013 has been prepared in accordance with the Municipal Finance Management Act, 56 of 2003 and Regulations made under this Act.

To the best of my knowledge, the report conforms to the requirements of the following section of the Act in terms of Chapter 12 - Financial Reporting and Auditing:

Section 121: Preparation and adoption of annual reports

- The report adhere to section 121 (2) (a) (b) and (c);
- The report fully comply with section 121 (3)(a)-(k); and
- The report meet the requirements of section 121 (4) (a)-(h)

**RAMAKARANE STR
MUNICIPAL MANAGER**

Chapter 1

CHAPTER 1 - MAYOR'S FORWARD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR'S FOREWORD

During the 2012/2013 IDP Review process, the community and the municipality reaffirmed their vision for the next three years and beyond. The community felt that the vision statement is still relevant now like it was relevant in 2011/2012 when it was reviewed.



Focusing on the identified needs, developmental issues and priorities, the common aspirations and local identity of all concerned parties which gives a form of a picture of the **“preferred future”** a statement that describes how the future will look if the organisation achieves its ultimate aims and is reflected in the following shared vision statement that drives us towards a compelling future that is to the benefit of the citizenry, this vision was agreed upon to be:

“A unified, viable and progressive municipality”

This report for the 2012/2013 financial year portrays the activities that the municipality has undergone in order to live up to these aspirations and local identity as encapsulated in the above vision statement. The report is compiled and tabled to the municipal council in terms of section 46 of Local Government: Municipal Systems Act, 32 of 2000 and sections 121 and 127 (2) of the Local Government: Municipal Finance Management Act, 56 of 2003, and the Mayor is required to table the report within seven months after the end of each financial year.

Deriving from the legislative framework, a closer collaboration was enhanced between the three spheres of government in order to forge synergy between the policies of National, Provincial and Local Government. For the municipality to achieve the desired outcomes for the year under review, the municipality aligned its development goals to that of the NDP, MDG's, MTSF, FSGDS and well as the TMDM's IDP. The alignment was as follows:

| Key Policy Development and Alignment in 2012/2013 | | | | |
|--|--|--|---|--|
| NDP | MDG | FSGDS | TMDM IDP | Setsoto IDP |
| <ul style="list-style-type: none"> • Creating jobs and improving livelihoods | <ul style="list-style-type: none"> • To eradicate extreme poverty and hunger | <ul style="list-style-type: none"> • Economic Development and Employment Creation | <ul style="list-style-type: none"> • District Economic Development | <ul style="list-style-type: none"> • Local Economic Development |
| <ul style="list-style-type: none"> • Expanding infrastructure | <ul style="list-style-type: none"> • To ensure environmental sustainability | | | <ul style="list-style-type: none"> • Basic Services and infrastructure |
| <ul style="list-style-type: none"> • Fighting corruption and enhancing accountability | <ul style="list-style-type: none"> • To develop global partnership for development | <ul style="list-style-type: none"> • Justice and Crime Prevention • Efficient administration and Good Governance | <ul style="list-style-type: none"> • Good Governance | <ul style="list-style-type: none"> • Financial Viability and Management • Good Governance and Public Participation |
| <ul style="list-style-type: none"> • Transforming society and uniting the nation | <ul style="list-style-type: none"> • To promote gender equality and empower women • Improve maternal health • To reduce child mortality • To achieve universal primary education | <ul style="list-style-type: none"> • Social and Human Development | <ul style="list-style-type: none"> • Organisational Development and Transformation | <ul style="list-style-type: none"> • Organisational Development and Transformation |

In trying to achieve the above priorities, the municipality has implemented strategies and programmes to enhance the provision of services to our communities. Some of the many strategies that the municipality has implemented improved on the following:

- Organisational Redesign
- Development of Revenue Enhancement Strategies
- Utilisation of the total approved MIG rollover for the 2011/2012 financial year
- Filling of critical position on the organisational structure
- Implementation of parity amongst employees on the same level
- Preparation of the Annual Financial Statement in the required format
- Creation of 763 full-time jobs and 1600 work opportunities through Expanded public Works Programme
- Appointment of an external service provider for debt collection

Even though progress was made during the 2012/2013 financial year, the municipality experience challenges and the following interventions will be undertaken in this regard during the year ahead:

- (a) Addressing the service delivery backlogs, particularly regarding water and sanitation, by sourcing available national and provincial funding to augment key service delivery projects that were not completed in the prior years and to replace ageing, poor infrastructure and fleet.
- (b) Filling of key strategic positions in line with the amended approved organisational structure so as to find stability within the administration
- (c) Addressing all issues raised by the Auditor General in the audit report 2011/2012 as per the approved Action Plan 2013/2014
- (d) Enhancing Ward Committees System by implementation of approved ward operational plans so as to have an effective public participation
- (e) Up[dating the assets register to be fully GRAP compliant

Finally, I would like to express my sincere gratitude to all Councillors, Senior Management, all officials, the communities of Setsoto Local Municipality, stakeholders and Thabo Mofutsanyana District Municipality for their dedication, support and co-operation, with the institution to positively implement project and programmes as per the approved IDP, Budget and SDBIP, and also to record service delivery progress during the year under review.

Special mention must be made of the National and Provincial Government for their support in implementing the recommendations of section 106 report and the services rendered by their respective sector departments.

**COUNCILLOR JAKOBO T B
MAYOR**

T 1.0.1

COMPONENT B: EXECUTIVE SUMMARY

1.1 MUNICIPAL MANAGER'S OVERVIEW



The Annual Report 2012/2013 has been prepared in line with Local Government: Municipal Finance Management Act, 56 of 2003, sections 121(1); (2) (a)-(c); (3) (a)-(k); (4) (a)-(h) and 127 (2), the National Treasury Circular 11, as well as the customised template and guidelines for municipal annual reports provided by the Department Corporative Governance and Traditional Affairs.

To the best of my knowledge, the Annual Report serves as a record of and accounting mechanism to communities on the organisation's achievements and challenges, as well as the corrective and remedial measures implemented to address the challenges.

To strengthen and streamline the organisation and its operations to enable the organisation to speed up service delivery to the residents of the municipality, the following actions will be prioritised for the year ahead:

- (i) Gradual implementation of the approved organisational structure with the filling of key critical positions enjoying priority
- (ii) Review the Service Level Agreement with the services provider to ensure that we receive value for money with our partnership
- (iii) Implementation of Ward Committees Operational Plans to enhance community Participation
- (iv) Implementation of the revenue Enhancement Strategy
- (v) Addressing all issues of qualified audit opinion received from the Auditor-General and introducing corrective measures towards obtaining a clean audit
- (vi) Review of Supply Management Policy, bid committees, systems and processes
- (vii) Promoting financial discipline and sound financial management
- (viii) Cascading performance management system to middle management
- (ix) Addressing fraud and corruption in the organisation through awareness campaigns targeted at councillors and employees
- (x) Ensuring that we instil an integrated risk management within all in the institution

The past year have been the most challenging one since I have joined the organisation just over a year ago, and I would like to extent my sincere appreciation to the political leadership of the council, the senior management, middle management, all officials of the municipality, communities and stakeholders of Setsoto Local Municipality, the National and Provincial Sector Departments, for their hardwork and dedication, which culminated in the progress made by the organisation during the 2012/2013 financial year.

MR RAMAKARANE STR
MUNICIPAL MANAGER

1.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

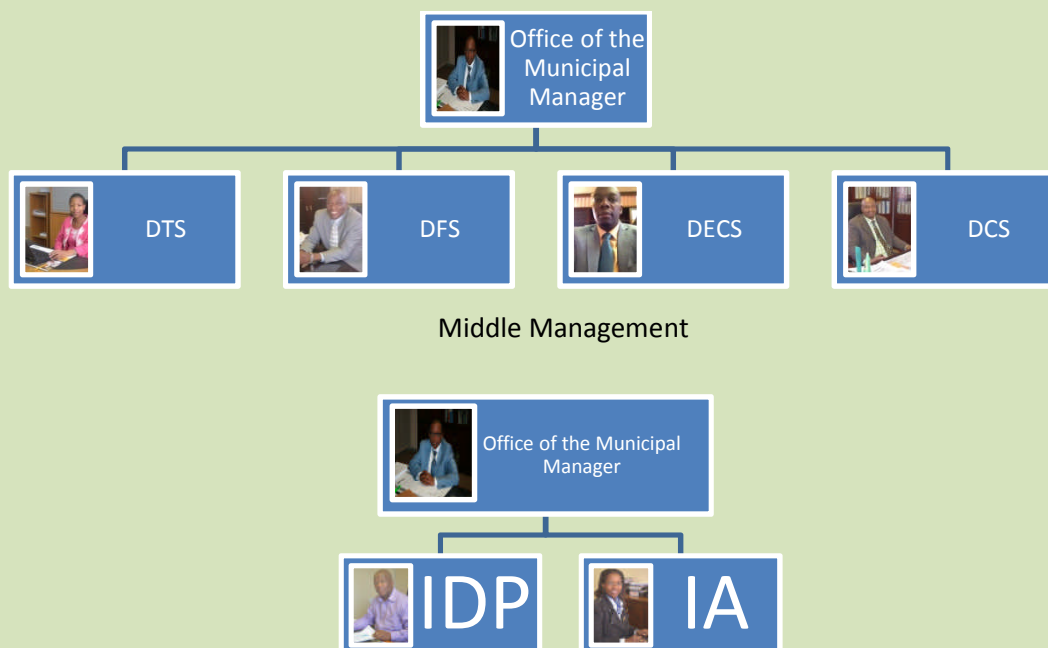
Municipal Functions Overview

The Setsoto Local Municipality was established in terms of section 14 of the Local Government: Municipal Structures Act, 117 of 1998, and was published in Provincial Gazette 184 dated 28 September 2000. The new municipality is a category B Municipality with a collective executive system combined with a ward participatory system as contemplated in section 3(b) of the Determination of Types of Municipality Act, 1 of 2000.

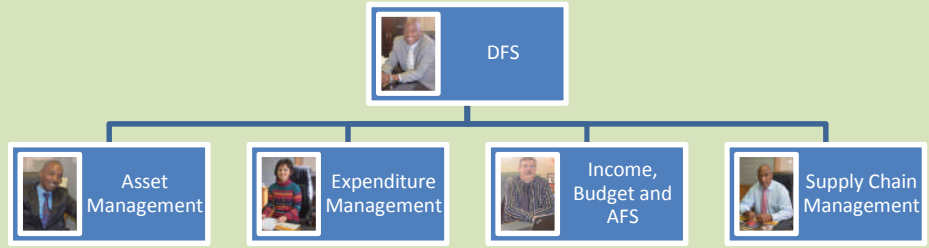
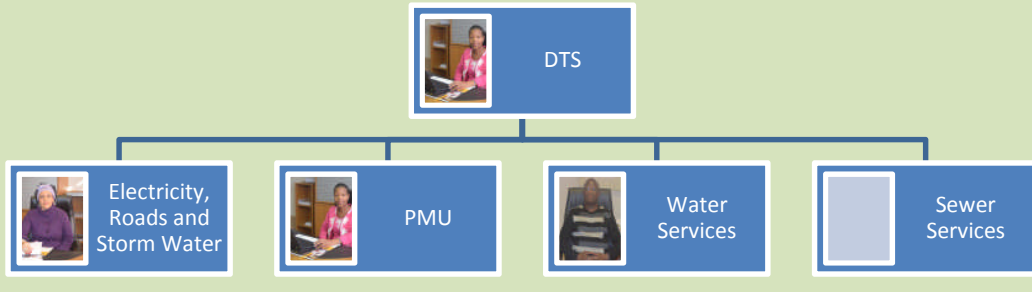
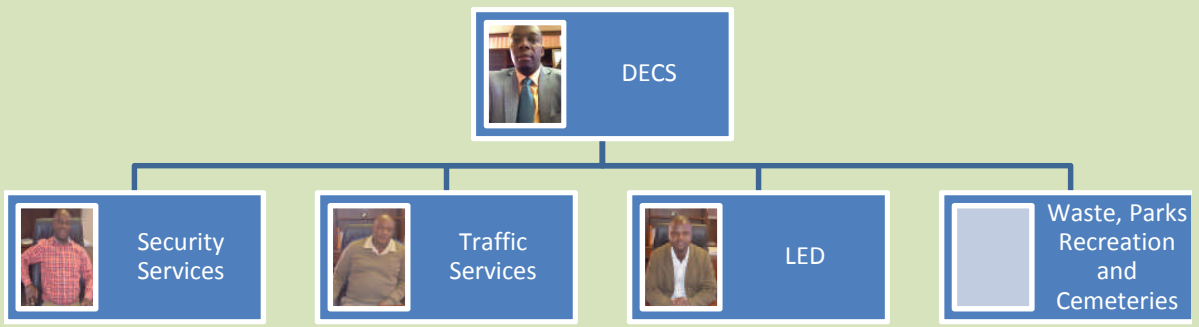
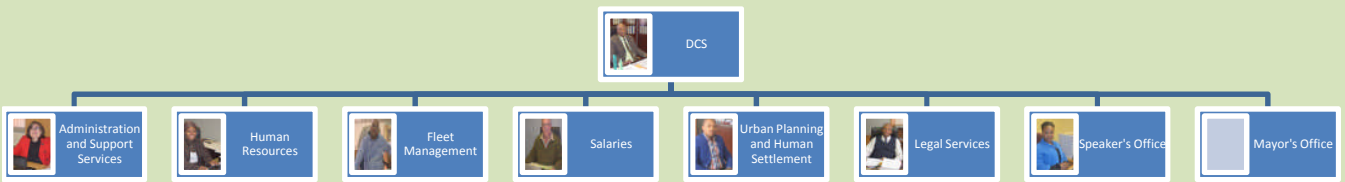
The powers and functions assigned to the new Municipality are stipulated in section 156 and 229 of the Constitution and section 83 and 84 of the Local Government: Municipal Structures Act, 117 of 1998, as amended. More specifically, the powers and functions of the municipality relating to section 84 of the Act were promulgated in Provincial Gazette 126 of 30 June 2005 and are as follows:

| | |
|--------------------|--|
| Section 84(1) (e) | Solid Waste |
| Section 84 (1) (f) | Roads |
| Section 84 (1) (j) | Firefighting services |
| Section 84 (1) (l) | Cemeteries |
| Section 84 (1) (n) | relating to any of the above functions |

The administrative structure comprises of five administrative departments with the Municipal Manager as Head of Administration. The organisational hierarchy is as follows:



T 1.2.1



1.2.2 Population Profile

The size of the population within of the municipality is estimated at 112 597 people, as indicated in the table below. The figure is calculated on the basis of census 2011 incorporating annual growth based on the average annual growth rate of the Free State Province.

Municipal Population Overview

| Age | Population Details | | | | | | | | |
|--------------|--------------------|---------------|----------------|---------------|---------------|----------------|---------------|---------------|----------------|
| | Year-2 | | | Year -1 | | | Year 0 | | |
| | Male | Female | Total | Male | Female | Total | Male | Female | Total |
| 0 to 4 | 6 144 | 5 856 | 12 000 | 3 483 | 3 484 | 6 967 | 6 591 | 6 559 | 13 150 |
| 5 to 9 | 6 588 | 6 576 | 13 164 | 5 722 | 5 711 | 11 433 | 6 159 | 6 145 | 12 305 |
| 10 to 19 | 13 874 | 13 626 | 27 500 | 12 055 | 11 840 | 23 895 | 11 106 | 10 907 | 22 013 |
| 20 to 29 | 11 750 | 13 250 | 25 000 | 12 587 | 14 195 | 26 782 | 9 959 | 10 512 | 20 472 |
| 30 to 39 | 8 257 | 9 531 | 17 788 | 7 039 | 8 124 | 15 163 | 6 986 | 8 063 | 15 049 |
| 40 to 49 | 2 777 | 3 723 | 6 500 | 2 553 | 2 879 | 5 432 | 4 800 | 6 432 | 11 232 |
| 50 to 59 | 4 339 | 6 009 | 10 348 | 3 743 | 5 169 | 8 912 | 3 881 | 5 374 | 9 255 |
| 60 to 69 | 2 584 | 4 068 | 6 652 | 2 253 | 3 525 | 5 778 | 2 134 | 3 359 | 5 493 |
| 70+ | 1 247 | 2 995 | 4 242 | 765 | 1 873 | 2 638 | 1 257 | 3 017 | 4 274 |
| Total | 36 958 | 86 236 | 123 194 | 50 200 | 56 800 | 107 000 | 52 633 | 59 964 | 112 597 |

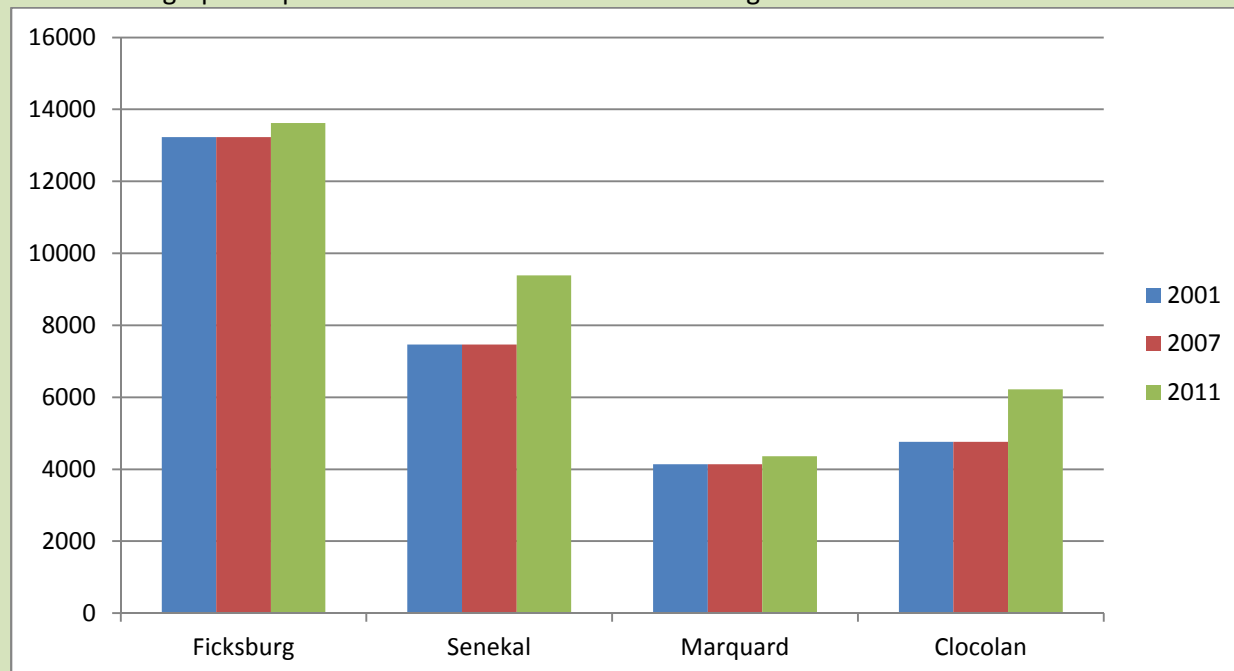
Source: Statistics SA T 1.2.2

Environmental Overview

| Area | Households | | | |
|--------------|---------------|-----------------------|---------------|-------------------|
| | Census 2011 | Community Survey 2007 | Census 2011 | Percentage Growth |
| Ficksburg | 13 230 | 13 230 | 13 621 | 3% |
| Senekal | 7 467 | 7 467 | 9 387 | 26% |
| Marquard | 4 141 | 4 141 | 4 360 | -8% |
| Clocolan | 4 762 | 4 762 | 6 219 | 31% |
| Total | 29 590 | 29 590 | 33 687 | 14% |

Source Statssa Community Survey 2007 and Census 2011 T1.2.3

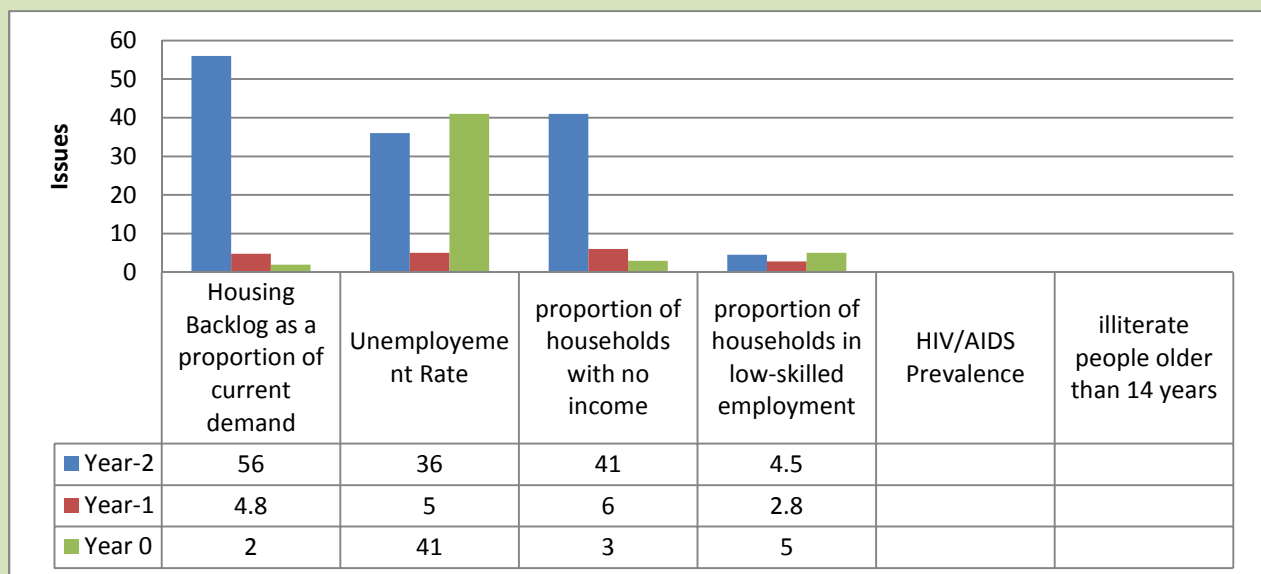
Below is the graphic representation of the above household figures



| Socio Economic Status | | | | | | |
|-----------------------|---|-------------------|---|--|---------------------|---------------------------------------|
| Year | Housing Backlog as a proportion to current demand | Unemployment rate | Proportion of households with no income | Proportion of population in low skilled employment | HIV/AIDS Prevalence | Illiterate people older than 14 years |
| Year -2 | 56% | 36% | 41% | | | |
| Year-1 | | | | | | |
| Year 0 | | | | | | |

Source: Census 2011

T 1.2.3



Source: Census 2011

T 1.2.5

| Overview of Neighbourhoods within Setsoto Local Municipality | | |
|--|---------------|----------------|
| Settlement Type | Households | Population |
| Ficksburg | 1 679 | |
| Caledon Park | 11 442 | |
| Megheleng | 500 | |
| Sub-total | 13 621 | 43 071 |
| Senekal | 1 090 | |
| Matwabeng | 8 297 | |
| Sub-total | 9 387 | 28 708 |
| Marquard | 584 | |
| Moemaneng | 3 876 | |
| Sub-total | 4 460 | 16 308 |
| Clocolan | 763 | |
| Hlohlolwane | 4 548 | |
| Sub-total | 6 219 | 10 998 |
| Farms | 2 913 | |
| Sub-total | 2 913 | 13 512 |
| Total | 36 600 | 112 597 |

Source: Census 2011

T 1.2.6

| Natural Resources | |
|------------------------|------------------------|
| Major Natural Resource | Relevance to Community |
| Diamond | Job creation |
| Sandstone | Job creation |

Source: IDP 2012/2013

T 1.2.7

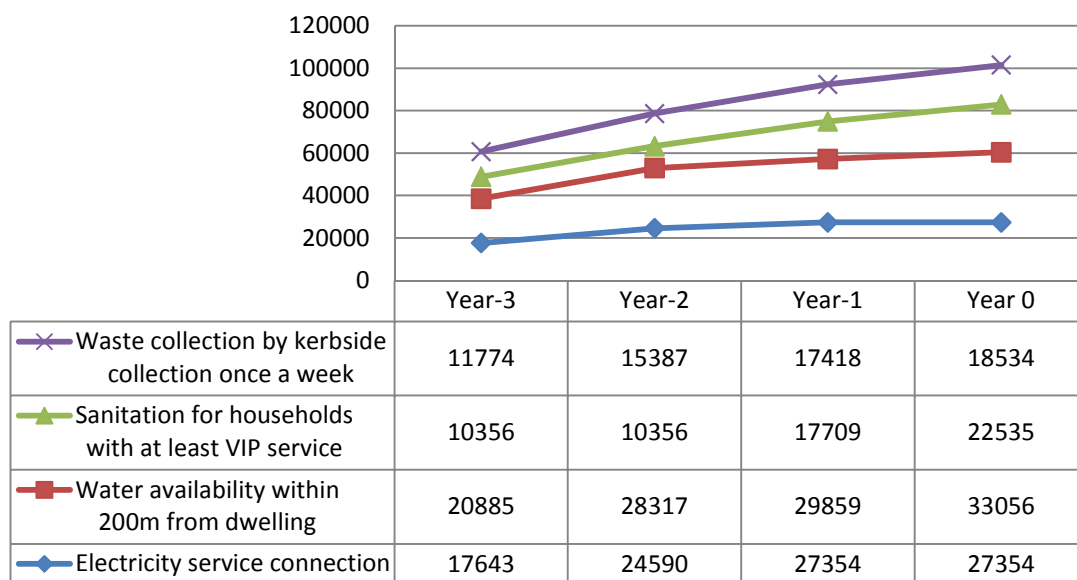
1.3 SERVICE DELIVERY OVERVIEW

At the end of the financial year under review, the municipality has performed very well in terms of service provision. The following are the achievement:

- Water available within a 200m radius: 33 056 of the 33 687
- Waste collection by kerbside collection once a week: 18 534 of 33 687
- Sanitation for households with at least VIP: 22 535 of 33 687
- Electricity service connection: 27 354 of 33 687

T 1.3.1

Proportion of households with access to basic services



Source: Census 2011

T 1.3.2

1.4 FINANCIAL HEALTH OVERVIEW

The municipality should enhance its efforts to collect revenue that is due to it by the consumers. The Revenue Enhancement Strategy that has been developed should be implemented as soon as possible to ensure that revenue is collected..

In an effort to alleviate the plight of the consumers and to clean its books, the municipality has written off debt to the amount of R191 million, and is encouraging communities to come and register for indigent subsidy.

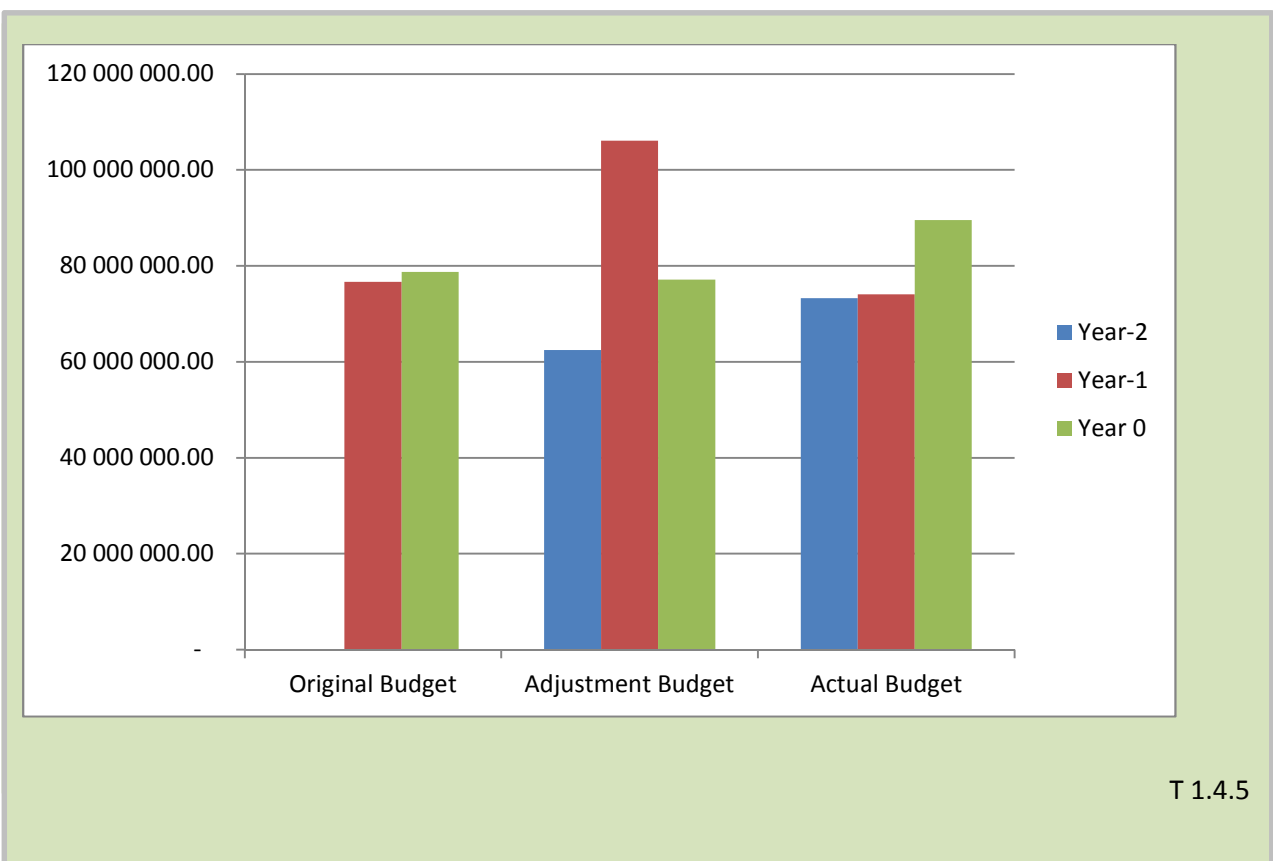
As it stands the financial position of the municipality is not satisfying as the municipality is relying heavily on the equitable share allocation which is almost 51% of the total operating budget. This trend needs to be changed if the municipality is to meet all its obligations.

T.1.4.1

| Financial Overview: Year 0 | | | |
|-----------------------------------|--------------------|---------------------|--------------------|
| Details | Original Budget | Adjustment Budget | Actual |
| Income | | | |
| Grants | 251 415 000 | 252 307 000 | 244 134 304 |
| Taxes, levies and tariffs | 133 142 000 | 139 606 000 | 125 194 191 |
| Other | 34 022 000 | 50 643 000 | 4 141 919 |
| Sub Total | 418 579 000 | 442 556 000 | 373 470 414 |
| Less: Expenditure | 339 820 000 | 478 815 000 | 359 383 150 |
| Net Total Surplus(deficit) | 78 759 000 | (36 259 000) | 14 087 000 |
| T 1.4.2 | | | |

| Operating Ratios | |
|--------------------------------|------|
| Detail | % |
| Employee cost | 34 % |
| Repairs and maintenance | 6. % |
| Finance Charges and Impairment | 50% |
| T 1.4.3 | |

| Total Capital Expenditure: Year-2 to Year 0 | | | |
|---|------------|-------------|------------|
| Detail | Year-2 | Year-1 | Year 0 |
| Original Budget | | 76 650 000 | 78 757 000 |
| Adjustment Budget | 62 478 000 | 106 071 000 | 77 157 000 |
| Actual | 73 266 644 | 74 100 343 | 89 556 570 |
| T 1.4.4 | | | |



COMMENT ON CAPITAL EXPENDITURE

According to the AFS the total capital expenditure is R87 216 559.00 but the records from PMU show that the expenditure is R89 556 570.00 which gives a difference of R2 340 011.00

T 1.4.5.1

1.5 ORGANISATIONAL DEVELOPMENT PERFORMANCE OVERVIEW

ORGANISATIONAL DEVELOPMENT PERFORMANCE

A comprehensive report on organisational development performance will be dealt with in Chapter 4

T 1.5.1

1.6 AUDITOR GENERAL REPORT

Auditor General Report: Year 0 (Current Year)

The report will be included after the Auditor General Audit Report in December 2013

T 1.6.1

ANNUAL REPORT PROCESS

| | | |
|----|--|----------|
| 1 | Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period | July |
| 2 | Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting). | |
| 3 | Finalise the 4th quarter Report for previous financial year | |
| 4 | Submit draft year 0 Annual Report to Internal Audit and Auditor-General | |
| 5 | Municipal entities submit draft annual reports to MM | August |
| 6 | Audit/Performance committee considers draft Annual Report of municipality and entities (where relevant) | |
| 7 | Mayor tables the unaudited Annual Report | |
| 8 | Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General | |
| 9 | Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase | Sept-Oct |
| 10 | Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data | |
| 11 | Municipalities receive and start to address the Auditor General's comments | November |
| 12 | Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor-General's Report | |
| 13 | Audited Annual Report is made public and representation is invited | December |
| 14 | Oversight Committee assesses Annual Report | |
| 15 | Council adopts Oversight report | January |
| 16 | Oversight report is made public | |
| 17 | Oversight report is submitted to relevant provincial councils | January |
| 18 | Oversight report is submitted to relevant provincial councils | |
| 19 | Commencement of draft Budget/ IDP finalisation for next financial year. Annual Report and Oversight Reports to be used as input | |

T 1.7.1

1.7 STATUTORY ANNUAL REPORT PROCESS COMMENT ON THE ANNUAL REPORT PROCESS

The process of finalising the submission of the annual report to the Office of the Auditor General was delayed with a few days due to the delay of the finalisation of the annual financial statements. The annual financial Statements were due for finalisation and review on the 19th August 2013.

Though the municipality experience this delay, the annual report processes will be dealt with according to the legislative requirement until the oversight report is tabled to council not later than the 28th February 2014. The annual report will also be tabled to council not later than 25th January 2014 and made public for further engagements and comments.

T 1.7.1.1

Chapter 2

CHAPTER 2- GOVERNANCE

INTRODUCTION TO GOVERNANCE

Governance is the act of governing. It relates to decisions that define expectations, grant power, or verify performance. It consists of either a separate process or part of management or leadership processes. These processes or systems are typically administered by a government.

In the case of a business or of a non-profit organisation like a municipality, governance relates to consistent, cohesive policies, guidance, processes and decision-rights for a given area of responsibility. For example, managing at a corporate level might involve evolving policies on privacy, on internal investment, and on the use of data.

To distinguish the term governance from government; “governance is what government does”. It might be geo-political government (nation-state), a corporate government (business entity), a socio-political government (tribe, family etc.), or a number of different kinds of governments, but governance is the physical exercise of management of power and policy, while government is the instrument (usually collective) that does it.

As a process, governance may operate in an organisation of any size: from a single human being to all of humanity; and it may function for any purpose, good or evil, for profit or not. A reasonable purpose of governance might aim to assure, (sometimes on behalf of others) that an organisation produces a worthwhile pattern of good results while avoiding an undesirable patterns of bad circumstances.

Perhaps the moral and natural purpose of governance consists of assuring, on behalf of those governed, a worthy pattern of good while avoiding and undesirable pattern of bad. The ideal purpose, obviously, would assure a perfect pattern of good with no bad. A government comprises a set of inter-related positions that govern and that use or exercise power, particularly coercive power.

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

The council constituted of 35 Councillors at the beginning of the financial year with the following representation:

ANC: 26
DA: 6
COPE: 2
Freedom Front: 1

After the bi-election the composition changed to the following:

ANC: 21
DA: 6
COPE: 2
Freedom Front: 1
Independent: 1

The administration is headed by the municipal manager assisted by four directors and twenty one managers who report directly to the directors. The administration of the municipality is situated within the four towns of the municipality whereby three are administratively linked to the head office by the administrative officers and supervisors in the different towns.

T 2.1.0

2.1 POLITICAL GOVERNANCE

INTRODUCTION TO POLITICAL GOVERNANCE

The Setsoto Local Municipality was established in terms of section 14 of the Local Government: Municipal Structures Act, 117 of 1998, and was published in Provincial Gazette 184 dated 28 September 2000. The new municipality is a category B Municipality with a collective executive system combined with a ward participatory system as contemplated in section 3(b) of the Determination of Types of Municipality Act, 1 of 2000.

The political governance of the municipality is constituted as follows:

| | |
|-------------|----------------------|
| Speaker: | Councillor Mohlomi P |
| Mayor: | Councillor Jakobo T |
| Councillor: | Mthibedi M |
| Councillor: | Mthimkulu M |
| Councillor: | Mokhuoane K |
| Councillor: | Motsei M |
| Councillor: | Selasi M |
| Councillor: | Mabeleng |
| Councillor: | Nakasi M |
| Councillor: | Bath H |
| Councillor: | Koalane K |
| Councillor: | Hlakane |
| Councillor: | Thamae M |
| Councillor: | Makae T |
| Councillor: | Makhalanyane T |
| Councillor: | Mohala V |
| Councillor: | Kere L |
| Councillor: | Mavaleliso P |
| Councillor: | Maduna M |
| Councillor: | Semahla M |
| Councillor: | Maphisa M |
| Councillor: | Muso T |
| Councillor: | Tsolo T |
| Councillor: | Malebo T |
| Councillor: | Mahlangu M |
| Councillor: | Fuso |
| Councillor: | Mohase |
| Councillor: | Strydom |
| Councillor: | Setlai |
| Councillor: | Marwick |
| Councillor: | Du Toit |
| Councillor: | Lubbe |
| Councillor: | Bester |

Councillor Lithebe passed away in August 2012 and was replaced by Councillor Hlakane in Ward 12, Meqheleng, Ficksburg while Councillor Modiri resigned and his position filled by Councillor Mabaleng after the successful bi-election held in Ward 6 Matwabeng, Senekal. The committees of council are composed as follows:

EXECUTIVE COMMITTEE MEMBERS

Mayor: Councillor Jakobo T-Chairperson
Councillor Koalane K
Councillor Makae T
Councillor Mthimkulu M (Mrs)
Councillor Makhalanyane T
Councillor Mahlangu M (Ms)
Councillor Strydom

COUNCIL COMMITTEES

URBAN PLANNING AND HOUSING COMMITTEE

Councillor Mthimkulu M (Mrs)
Councillor Selasi M
Councillor Kere L
Councillor Raboroko
Councillor Bester (Mrs)

INFRASTRUCTURE COMMITTEE

Councillor Makhalanyane T-Chairperson
Councillor Mohapi L (Mrs)
Councillor Motsei M (Mrs)
Councillor Nakasi H
Councillor Fuso
Councillor Du Toit

COMMUNITY SERVICES AND SOCIAL DEVELOPMENT COMMITTEE

Councillor Makae T-Chairperson
Councillor Mkhuloane K
Councillor Maduna M
Councillor Muso T (Mrs)
Councillor Mohase
Councillor Strydom
Councillor Bester (Mrs)

FINANCE COMMITTEE

Councillor Koalane K-Chairperson
Councillor Mohal V (Mrs)
Councillor Semahla M (Mrs)
Councillor Maphisa M (Mrs)
Councillor Tsolo T
Councillor Marwick

ADMINISTRATION AND HUMAN RESOURCES

Councillor Mahlangu M (Ms)-Chairperson
Councillor Bath H
Councillor Thamae M
Councillor Mavalleliso P
Councillor Malebo T
Councillor Setai

AUDIT AND PERFORMANCE AUDIT COMMITTEE

The council establish a single Audit and Performance Audit committee to audit the financial information and the non-financial information performance, During the year one member of the committee resigned and one member who was the chairperson passed on an the committee currently does not form a quorum.

The council has resolved to advertise these vacant posts in the Audit and Performance Audit Committee to be able to exercise its oversight role effectively and efficiently.

AUDIT AND PERFORMANCE AUDIT COMMITTEE MEMBERS

| Name | Qualification | Active/Inactive |
|---------------|---------------------------------------|------------------------|
| Tau L W | B.Com Accounting | Active |
| Moletsane D S | B.Com Accounting (Honours) | Inactive |
| Tshake M S | Accounting (Honours) | Inactive |
| Makhale K T | N.Dip. Cost and Management Accounting | Active |

T 2.1.1

POLITICAL STRUCTURE

Mayor: Councillor Jakobo T B

Speaker: Councillor Mohlomi M P

EXECUTIVE COMMITTEE MEMBERS AND PORTFOLIOS

| Name | Portfolio |
|-----------------------------|--|
| Councillor Jakobo T B | Chairperson: Executive Committee |
| Councillor Makhalanyane G T | Chairperson: Infrastructure |
| Councillor Koalane K E | Chairperson: Finance |
| Councillor Mahlangu M A | Chairperson: Administration and Human Resources |
| Councillor Makae T E | Chairperson: Community Services and Social Development |
| Councillor Mthimkulu L M | Chairperson: Urban Planning and Housing |
| Councillor Strydom E P | Member of Community Services and Social Development |

T 1.2.1

COMMENT ON COUNCILLORS

The current council was elected on the 18 may 2011 and was inaugurated on the 2nd of June 2011. The council is constituted by 35 councillors of whom 25 are from the ANC, the council majority, 6 from the DA, major opposition party, 2 from COPE, 1 Independent and 1 from Freedom Front.

Of this number 18 are ward representative councillors and 17 are party /proportional representative councillors. The council is made up of twenty-one (21) male and fourteen (14) female councillors.

T 2.1.2

POLITICAL DECISION-MAKING

Council is the overall decision-making structure of council. The administration prepared items for different committees of council for submission, deliberation and recommendation to Executive Committee.

The Executive discusses item submitted by the committees of council and make resolutions on those matters that are within their delegated powers and function as approved by council. On those matters that only council has the power to resolve the Executive Committee will then submit the recommendations for council resolution and those they have already resolved for notification.

Upon the submission of reports by the Executive Committee to Council, Council will the note the Executive Committee's resolutions and discuss and resolve on those recommendation from the Executive Committee. The Council Support Services will then compile a progress report to management for implementation and report back.

T2.1.3

2.2 ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

The administrative structure comprises of four administrative units with a Municipal Manager as head of the administration situated in the head centre in Ficksburg. The other towns within the Municipal area are Clocolan, Marquard and Senekal and our link with these towns is through the Administrative Liaison Officers and Supervisors reporting to their respective Managers who then report to their respective Directors

The organizational structure and levels of administration and existing human resources are indicated in the organisational development and transformation plan attached to this document. The following are the different departments within the municipality:

- Department of the Office of the Municipal Manager
- Department of Corporate Services headed by Director Corporate Services
- Department of Technical Services headed by Director Technical Services
- Department of Financial Services headed by Director Financial Services
- Department Economic and Community Services headed by Director Economic and Community Services

T 2.2.1

| Accounting Officer | | |
|---------------------------|----------------|---|
| Title | Name | Function |
| Mr | Ramakarane STR | Accounting Officer |
| Directors | | |
| Title | Name | Function |
| Mr | Banda G T | Director Financial Services |
| Ms | Zondi F T | Acting Technical Director |
| Mr | Ntheli M K | Director Economic and Community Services |
| Mr | Masejane T B | Director Corporate Services |
| Managers | | |
| Ms | Lebeko S D | Manager Internal Audit |
| Mr | Makhele M S | Manager IDP |
| Ms | Mihailescu S | Manager Administration and Support Services |
| Ms | Monare B | Manager Human Resources |
| Mr | Kobeli N S | Manager Legal and Communication |
| Mr | Potgieter J | Manager Salaries |
| Mr | Mthimkhulu T J | PA to Mayor |
| Mr | Molelekoa B J | Manager Housing |
| Ms | Malebo N | PA to Speaker |
| Mr | Van Tonder N | Manager Income, Budget and AFS |
| Mrs | Marx M | Manager Expenditure |
| Mr | Motsohi T | Manager Supply Chain Management |
| Mr | Skosana S G | Manager Asset |
| Mrs | Viljoen F N | Manager Electricity, Roads and Storm Water |
| Mr | Mokhetoa M | Manager Water |
| Mr | Koalane M J | Manager Sewer |
| Mr | Mosholi M | Acting Manager Security |

T 1.2.1

| Title | Name | Function |
|-------|------------|---------------------------------|
| Mr | Zondo T | Manager LED |
| Mr | Lebone M C | Acting Manager Fleet Management |

T 2.2.2

COMPONENT B: INTERGOVERNMENTAL RELATIONS

INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

South African Government is constituted as national, provincial and local spheres of government which are distinctive, interdependent and interrelated. All spheres of government must observe and adhere to the principles of co-operative governance and intergovernmental relations contained in Chapter 3 of the Constitution of the Republic of South Africa and must conduct their activities within the parameters that Chapter 3 provides.

All spheres of government and organs of state within each sphere must

- (a) preserve the peace, national unity and indivisibility of the Republic;
- (b) secure the well-being of the people of the Republic;
- (c) provide effective, transparent, accountable and coherent government for the Republic as a whole;
- (d) be loyal to the Constitution, the Republic and its people;
- (e) respect the constitutional status, institutions, powers and functions of government in the other spheres;
- (f) not assume any power or function except those conferred on them in terms of the Constitution;
- (g) exercise their powers and perform their functions in a manner that does not encroach on the geographical, functional or institutional integrity of government in another sphere; and
- (h) co-operate with one another in mutual trust and good faith by
 - i. Fostering friendly relations
 - ii. Assisting and supporting one another
 - iii. Informing one another of, and consulting one another on, matters of common interest;
 - iv. Co-ordinating their actions and legislation with one another;
 - v. Adhering to agreed procedures; and avoiding legal proceedings against one another.

Oversight, monitoring and early-warning systems play critical role in helping to make cooperative governance work more effectively. The Intergovernmental relations Framework Act, 13 of 2005 improve integration among all spheres of government in both policy development and implementation.

T 3.2.0

2.3 INTERGOVERNMENTAL RELATIONS

NATIONAL INTERGOVERNMENTAL STRUCTURES

These structures promote and facilitate cooperative governance and intergovernmental relations between the respective spheres of government.

| Structure | Composition | Function |
|---------------------------------|---|-------------------------------|
| President Co-ordinating Council | President Minister of Corporate Governance and Traditional Affairs 9 Premiers | Coordination |
| Ministerial Clusters | National Ministers | Promote programme integration |
| Director-General Clusters | National Directors-General | |
| Forum of SA Directors- General | Directors-General | |
| Ministerial Forum | National Ministers and Provincial MECs | |

T 3.2.1

PROVINCIAL INTERGOVERNMENTAL STRUCTURES

Same as above but only those in the provincial government

T 3.2.2

RELATIONSHIPS WITH MUNICIPAL ENTITIES

The municipality is having no legal municipality entity though this is this projects that is being practically run like an entity. Steps are underway to treat it as a normal community project or to follow all the legal steps to transform it into a legal municipal entity

T 3.2.3

DISTRICT INTERGOVERNMENTAL STRUCTURES

Same as provincial sphere of government but only for those at the district level including local municipalities

T 3.2.4

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

Section 106 of the Local Government: Municipal Systems Act, 32 of 2000, refers specifically to the development of a culture of community participation within municipalities. It states that a municipality must develop a culture of municipal governance that compliments a formal representative government with a system of participatory governance. For this purpose it must encourage and create conditions for the local community to participate in the affairs of the community. Such participation is required in terms of:

- The preparation, implementation and review of the IDP;
- Establishment, implementation and review of the performance management system;
- Monitoring and review of performance, including the outcomes and impact of such performance; and
- Preparation of the municipal budget

T 2.4.0

2.4 PUBLIC MEETINGS

COMMUNICATION, PARTICIPATION AND FORUMS

The municipality make use of the following methods to communicate with communities:

- Radio slots
- Ward Committees
- IDP Community Representative Forum
- Budget Road Shows
- Municipal Website
- Council meetings

The municipality has drafted a Communication Strategy and the process of developing a Public Participation is underway so as to enhance communication between itself, communities and other stakeholders.

T 2.4.1

WARD COMMITTEES

The ward committee function is located in the Office of the Speaker and administrative report to the Director Corporate Services. Due to capacity constraints, it was not possible to keep proper records during the year under review.

The purpose of the ward committees is to:

- Get better participation from the community to inform council decision;
- Make sure that there is more effective communication between council and the community; and
- Assist ward councillor with consultation and report-backs to community

The ward committees have been trained to develop their respective ward operational plan and this would be effective from the beginning of the new financial year so as to enhance reporting mechanism within the Office of the Speaker. All ward committee members are receiving R 500.00 on a monthly basis to cover their out of pocket expenses.

These committees play a very important role in the development and annual revision of the IDP and PMS.

T 2.4.2

PUBLIC MEETINGS

| Nature and purpose of meeting | Date of events | Number of participating Municipal Officials | Number of participating Municipal Councillors | Number of community members attending | Issues addressed Yes/No | Manner of feedback given to community |
|-------------------------------|----------------|---|---|---------------------------------------|-------------------------|---------------------------------------|
| Council | 23/10/2012 | 11 | 28 | 0 | Yes | None |
| Council | 04/10/2012 | 15 | 26 | 0 | Yes | None |
| Special Council | 08/11/2012 | 11 | 26 | 0 | Yes | None |
| Council | 29/11/2012 | 7 | 31 | 0 | Yes | None |
| Council | 13/12/2012 | 6 | 25 | 0 | Yes | None |
| Council | 24/01/2013 | 7 | 30 | 0 | Yes | None |
| Ward Based Planning | 13/02/2013 | 6 | 0 | 218 | Yes | IDP Rep Forum |
| Ward Based Planning | 18/02/2013 | 8 | 0 | 108 | Yes | IDP Rep Forum |
| Special Council | 28/02/2013 | 11 | 26 | 0 | Yes | None |
| Ward Based Planning | 19/02/2013 | 6 | 9 | 111 | Yes | IDP Rep Forum |
| Ward Based Planning | 26/02/2013 | 5 | 0 | 91 | Yes | IDP Rep Forum |
| Council | 27/03/2013 | 7 | 28 | 0 | Yes | None |
| Mayoral Budget Roadshows | 29/04/2013 | 11 | 5 | 53 | Yes | IDP Rep Forum |
| Mayoral Budget Roadshows | 02/05/2013 | 3 | 0 | 53 | Yes | IDP Rep Forum |
| Council | 30/05/2013 | 11 | 29 | 0 | Yes | None |
| Special Council | 28/06/2013 | | 5 | 24 | Yes | None |

All council meeting and special council meeting are opened for public; the only wrong thing is that they are not made to sign the attendance register. This matter will be rectified in the new financial year.

T 2.4.3

COMMENT ON THE EFFECTIVENESS OF PUBLIC MEETINGS HELD

The meetings are very effective as communities air their problems and frustration regarding the provision of services by the municipality.

These meetings also play a pivotal role as communities take part in their own development initiatives during the crafting of the IDP.

The only slack is that the municipality does not keep records of these interactions with communities and fails to produce evidence as to the actual proof of the taking place of these activities and this matter will be dealt properly in the new financial year.

T 2.4.3.1

2.5 IDP PARTICIPATION AND ALIGNMENT

| IDP PARTICIPATION AND ALIGNMENT CRITERIA | |
|---|-----|
| Does the municipality have impact, outcome, input, output indicators? | Yes |
| Does the IDP have priorities, objectives, KPI's, development strategies? | Yes |
| Does the IDP have multi-year targets? | Yes |
| Are the above aligned and can they calculate into score? | Yes |
| Does the budget align directly to the KPIs in the strategic plan? | Yes |
| Do the IDP KPIs align to 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 four quarter aligned reports submitted within the stipulated timeframes? | Yes |
| T 2.5.1 | |

COMPONENT D: CORPORATE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

Corporate governance is a set of processes, practices, policies, laws and stakeholders affecting the way an institution is directed, administered or controlled, corporate governance also include the relationships amongst the many stakeholders involved and the goals for which the institutions is governed.

T 2.6.0

2.6 RISK MANAGEMENT

RISK MANAGEMENT

Risk Management is the responsibility of everyone within the institution. During the year under review the municipality established a Risk Management Unit and appointed a Risk Officer. A Risk Management Committee was also established and it is chaired by a qualified external person who is not in the employ of the municipality.

Risk management is systematic and formalised processes instituted by the municipality to identify, assess, manage and monitor risks. All department have risk management champion who assist the Risk Officer to identify, minimise and mitigate the risks. A lot is still to be done for the municipality to manage risks to an acceptable tolerance level.

T 2.6.1

2.7 ANTI-CORRUPTION AND FRAUD

FRAUD AND ANTI-CORRUPTION STRATEGY

Local Government: Municipal Systems Act, 32 of 2000, section 83(c) refers to the implementation of an effective bidding to minimise the possibility of fraud and corruption and the Municipal Finance Management Act, 56 of 2003, section 112(1)(m)(i) identify supply chain management measures to be enforced to combat fraud and corruption, favouritism and unfair ad irregular practices.

Section 115(1) of the Municipal Finance Management Act, 56 of 2003 states that the accounting officer must take reasonable steps to ensure mechanisms and the separation of duties in supply chain management system to minimise the likelihood of fraud and corruption. The Fraud and Anti-Corruption Strategy was approved by council to conform to this requirement.

T 2.7.1

2.8 SUPPLY CHAIN MANAGEMENT

OVERVIEW OF SUPPLY CHAIN MANAGEMENT

In line with the approved Fraud and Anti-Corruption Strategy, the municipality filled all vacant position within the division in order to enforce the separation of duties. The division is having a clear separation of duties as well as adhering to the municipality's approved Supply Chain Management Policy.

The division is also addressing all the issues raised by the Auditor General in the last audit report so as to ensure that these issued do not recur and that the municipality moves towards it operation clean audit by June 2014.

T 2.8.1

2.9 BY-LAWS

| Newly developed | Revised | Public Participation conducted prior to adoption of by-Laws Yes/No | Dates of Public Participation | By-Laws gazetted Yes/No | Date of Publication |
|--|---|--|-------------------------------|-------------------------|----------------------------------|
| Indigent Support By-Law 1 of 2013 | Standard Indigent Support By-law | Yes | 01/03/2013-15/04/2013 | Yes | Provincial gazette of 21/06/2013 |
| Traffic Policy By-Law 2 of 2013 | Standard Traffic Policy By-Law | Yes | 01/03/2013-15/04/2013 | Yes | Provincial gazette of 21/06/2013 |
| Credit Control and Debt Collection Policy By-Law 3 of 2013 | Standard Credit Control and Debt Collection Policy By-Law | Yes | 01/03/2013-15/04/2013 | Yes | Provincial gazette of 21/06/2013 |

T 2.9.1

COMMENT ON BY-LAWS

All the by-laws that have been developed and revised need to be implemented as soon as possible. In areas where there is no capacity the municipality is looking into other alternatives to ensure that these documents do not just end up on the shelves but implemented to the latter.

T 2.9.1.1

2.10 WEBSITES

| MUNICIPAL WEBSITE: CONTENT AND CURRECNY OF MATERIAL | | |
|--|--------|-----------------|
| Documents published on the Municipality's Website | Yes/No | Publishing Date |
| Current annual and adjustments budget and all budget-related documents | Yes | |
| All current budget-related policies | Yes | |
| The previous annual report (Year-1) | No | |
| The annual report (year 0) published/to be published | Yes | 02/09/2013 |
| All current performance agreements required in terms of section 57 (1)(b) of the Municipal Systems Act (Year 0) and resulting scorecards | Yes | 01 August 2012 |
| All service delivery agreements (Year 0) | Yes | 01 August 2012 |
| All long-term borrowing contracts (Year 0) | No | |
| All supply chain management contracts above prescribed value (give value) for (Year 0) | No | |
| An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14(2) or (4) during Year 1 | No | |
| Contracts agreed on Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section | No | |
| Public-Private Partnership agreements referred to in section 120 made in Year 0 | N/A | |
| All quarterly reports tabled in the council in terms of section 120 made in Year 0 | No | |

T 2.10.1

MUNICIPAL WEBSITE AND CONTENT

The website is up and running and the municipality need to place all the required information within the stipulated timeframe. Some information is being placed but after some delays. This matter is being given the necessary attention and it will be addressed in the new financial year.

T 2.10.1.1

2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

PUBLIC SATISFACTION LEVELS

No surveys were undertaken in the year under review

T 2.11.1

Satisfaction Survey Undertaken during: Year -1 and Year 0

| Subject matter of survey | Survey method | Survey dates | Number of people included in survey | Survey results indicating satisfaction or better (%) |
|---|---------------|--------------|-------------------------------------|--|
| Overall satisfaction with | See T 2.11.1 | | | |
| (a) municipality | | | | |
| (b) municipal Service Delivery | | | | |
| (c) Mayor | | | | |
| Satisfaction with | | | | |
| (a) Refuse | | | | |
| (b) Road maintenance | | | | |
| (c) Electricity | | | | |
| (d) Water supply | | | | |
| (e) information supplied by municipality to the public | | | | |
| (f) Opportunities for consultation on municipal affairs | | | | |

T 2.11.2

CORNCERNING T 2.11.2

See T 2.11.1

T 2.11.2.1

COMMENT ON SATISFACTION LEVELS

See T 2.11.1

T 2.11.2.2

Chapter 3

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

INTRODUCTION

The service delivery performance is managed by the office of the IDP Manager responsible for Integrated Development Planning and Performance Management Systems. Departments report their performance in terms of the Service Delivery and Budget Implementation Plans as per Circular 13 of the Local Government: Municipal Finance Management Act, 56 of 2003.

In order to monitor these activities, the performance management systems framework is implemented as per the Local Government: Municipal Systems Act, 32 of 2000 and the Municipal Planning and Performance Management Regulations of 2001

T 3.0.1

COMPONENT A: BASIC SERVICES

INTRODUCTION TO BASIC SERVICES

The municipality provide the following basic services to the communities:

- Water
- Sanitation
- Refuse Removal
- Electricity

T 3.1.0

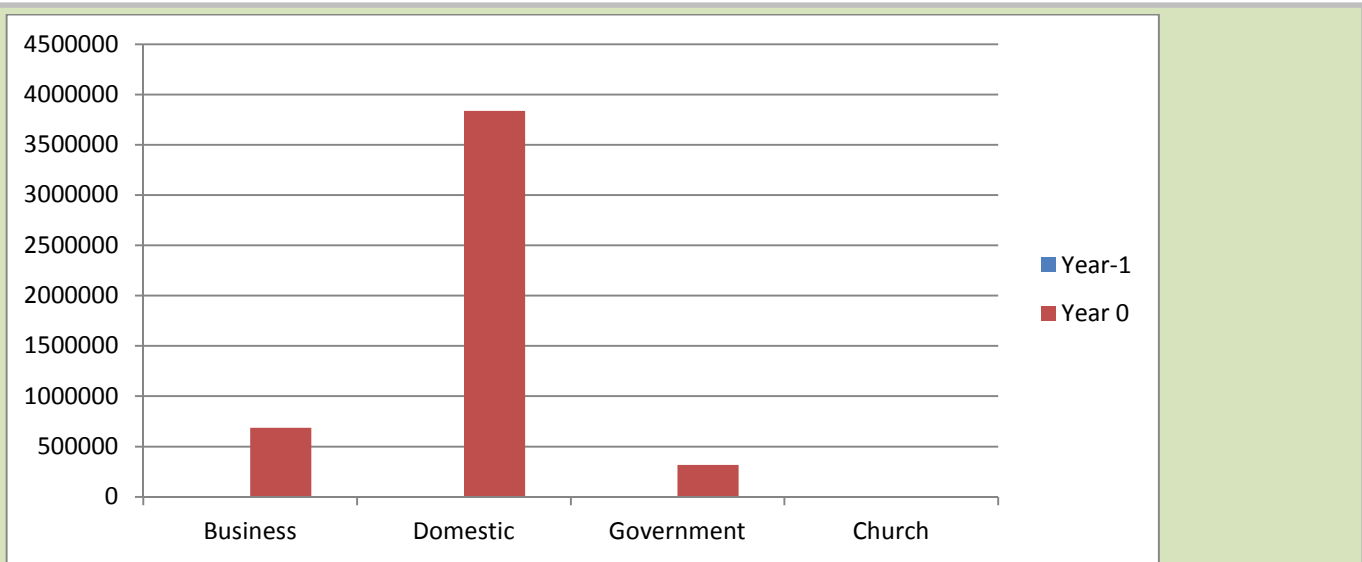
3.1 WATER PROVISION

INTRODUCTION TO WATER PROVISION

The total of 33 056 households receives water within a radius of 200 metres.

T 3.1.1

| Total Use of Water by Sector | | | | |
|------------------------------|----------|-----------|------------|---------|
| | Business | Domestic | Government | Church |
| Year-1 | | | | |
| Year 0 | 686 476 | 3 835 223 | 317 123 | 6 346 |
| Source: Census 2011 | | | | T 3.1.2 |



Source: Census 2011

T 3.1.2.1

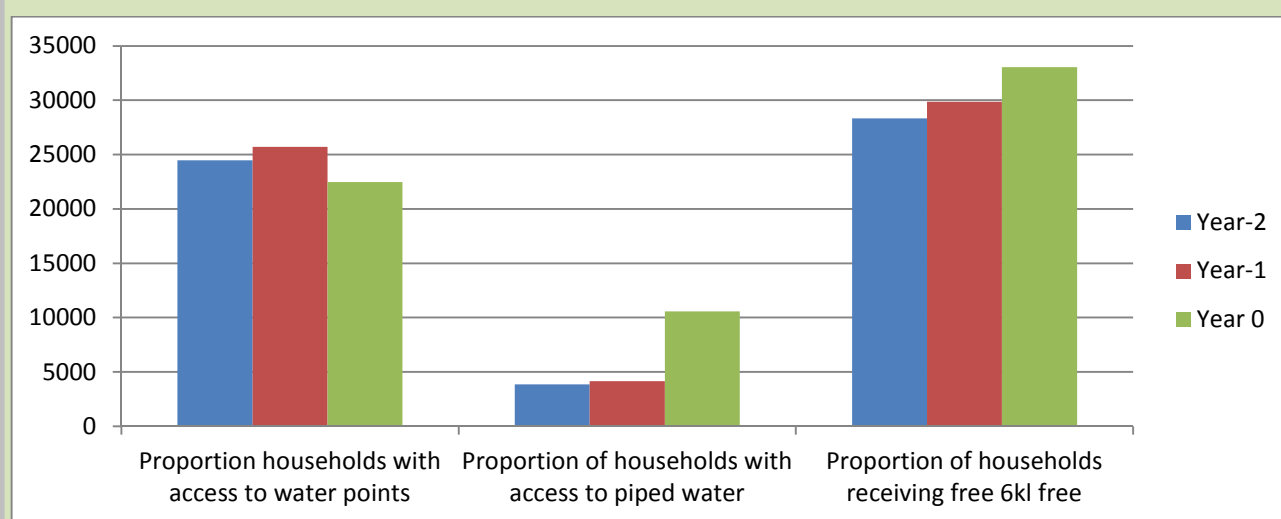
COMMENT ON WATER USE BY SECTOR

Lot of water is being consumed by the residents and the municipality will have to start metering the water so that it can get value for money.

T 3.1.2.2

| Water Service Delivery Levels | | | | |
|---|---------------|---------------|---------------|---------------|
| Description | Year-3 | Year-2 | Year-1 | Year 0 |
| | Actual Number | Actual Number | Actual Number | Actual Number |
| Water: (above minimum level) | | | | |
| Piped water inside dwelling | 3 740 | 3 847 | 4 137 | 10 575 |
| Piped water outside yard (but not in dwelling) | 7 630 | 10 356 | 10 886 | 20 020 |
| Using public tap (within 200m from dwelling) | 9 375 | 13 907 | 14 618 | 2 461 |
| Other water supply (within 200m) | 140 | 207 | 218 | 0 |
| Minimum Service Level and Above sub-total | 20 885 | 28 317 | 29 859 | 33 056 |
| Minimum Service Level and Above percentage | 92% | 96% | 96% | 98% |
| Water: (below minimum level) | | | | |
| Using public tap (more than 200m from dwelling) | 238 | 355 | 311 | 0 |
| Other water supply (more than 200m from dwelling) | 320 | 918 | 933 | 631 |
| No water supply | 0 | 0 | 0 | 0 |
| Below Minimum Service Level sub-total | 1 200 | 1 273 | 1 244 | 631 |
| Below Minimum Service Level Percentage | 8% | 4% | 4% | 2% |
| Total Number of Households | 22 643 | 29 590 | 31 103 | 33 687 |
| Source; Census 2011 | | | | T 3.1.3 |

| Households-Water Service delivery Levels below the minimum | | | | | | |
|--|---------------|---------------|---------------|------------------------|--------------------------|----------------|
| Description | Year-3 | Year-2 | Year-1 | Year 0 | | |
| | Actual Number | Actual Number | Actual Number | Original Budget Number | Adjustment Budget Number | Actual Number |
| Formal Settlement | | | | | | |
| Total Households | 22 643 | 29 590 | 31 103 | 31 103 | 2 584 | 33 687 |
| Households below minimum service level | 1 200 | 1 273 | 1 244 | 1 244 | (613) | 631 |
| Proportion of households below minimum service level | 5% | 4% | 4% | 4% | -10% | 2% |
| Informal Settlement | | | | | | |
| Total Households | 558 | 1 273 | 1 244 | 1 244 | 18 | 1 262 |
| Households below minimum service level | 558 | 1 273 | 1 244 | 1 244 | 18 | 1 262 |
| Proportion of households below minimum service level | 100% | 100% | 100% | 100% | 100% | 100% |
| Source: Census 2011 | | | | | | T 3.1.4 |



Source: Census 2011

T 3.1.5

| Financial Performance Year 0: Water Services | | | | | |
|--|-------------------|------------------|-------------------|----------------------|-------------------------|
| Details | Year-1 | Year 0 | | | |
| | Actual | Original Budget | Adjustment Budget | Actual | Variance to Budget |
| Total Operating Revenue | 50 037 435.24 | 22 898 889 | 42 592 609.72 | 119 212 387 | 76 619 777.30 |
| Expenditure | | | | | |
| Employees | 7 634 101 | 8 023 922 | 9 459 897 | 10 221 826 | 761 929 |
| Repairs and Maintenance | 4 720 354 | 1 226 975 | 6 801 449 | 18 159 605.68 | 11 358 156 |
| Other | 7 947 722 | 12 151 032 | 15 042 684 | 220 384 322.56 | 205 341 638 |
| Total operational Expenditure | 20 302 177 | 21 401 929 | 31 304 030 | 248 765 755 | 217 461 725 |
| Net Operational Expenditure | 29 735 258 | 1 496 960 | 11 288 580 | (129 553 368) | (140 841 947.70) |
| T 3.1.8 | | | | | |

| Capital Expenditure: Water Services | | | | | |
|---|--------------------|--------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| Development of 1000 sites | 22 162 000 | 22 162 000 | 12 509 170 | 5 573 785 | 22 162 000 |
| Bulk water supply | 10 000 000 | 10 000 000 | 9 994 777 | 5 222 | 10 000 000 |
| Development of boreholes in Senekal | 21 561 925 | 24 580 594 | 18 228 968 | 6 351 626 | 24 580 594 |
| Upgrading of bulk water supply in Ficksburg | 30 000 000 | 32 677 200 | 50 566 505 | 12 110 695 | 32 677 200 |
| Upgrading of water treatment works in Marquard | 7 763 400 | 11 506 134 | 11 353 610 | 152 524 | 11 506 134 |
| Augmentation of raw water supply construction of a pipeline and reservoir in Marquard | 13 202 739 | 24 472 152 | 22 376 243 | 2 095 908 | 24 472 152 |
| Total | 104 690 064 | 125 398 080 | 125 029 273 | 26 289 760 | 125 398 080 |
| T 3.1.9 | | | | | |

COMMENT ON WATER SERVICES PERFORMANCE OVERALL

The water services did not report on all the indicators as contained in the approved SDBIP 2012/2013. The water services did also not submit evidence on those indicators they have reported on. This matter needs urgent intervention so that the division reports in term of the requirements

T 3.1.10

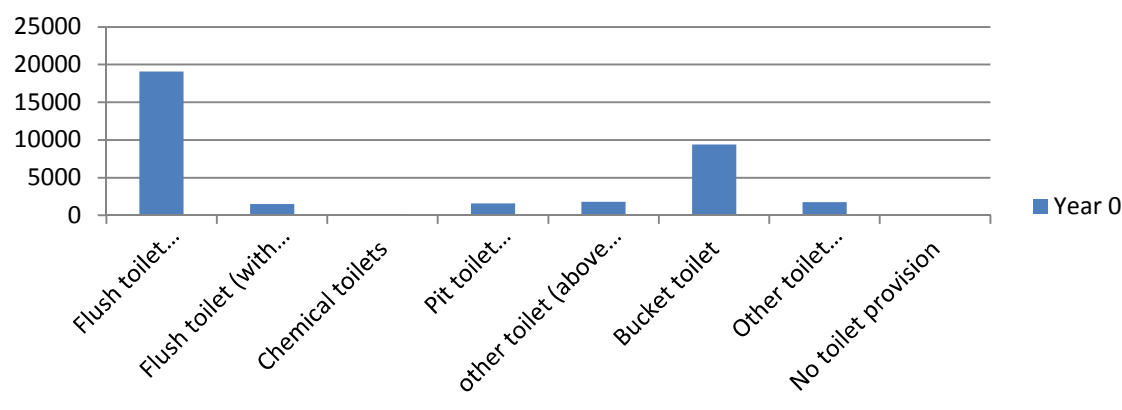
3.2 WASTE WATER (SANITATION) PROVISION

INTRODUCTION TO SANITATION PROVISION

The total population of 22 535 received a sanitation service level of at least VIP

T 3.2.1

Sanitation above minimum level



Source: Census 201

T 3.2.2

| Sanitation Service Delivery Levels | | | | |
|---|---------------|---------------|---------------|---------------|
| Description | Year-3 | Year-2 | Year-1 | Year 0 |
| | Actual Number | Actual Number | Actual Number | Actual Number |
| Sanitation: (above minimum level) | | | | |
| Flush toilet (connected to sewerage) | 6 510 | 6 510 | 9 625 | 19 076 |
| Flush toilet (with septic tank) | 443 | 443 | 931 | 1 482 |
| Chemical toilet | 141 | 141 | 4 354 | 185 |
| Pit toilet (ventilated) | 599 | 599 | 2 799 | 1 562 |
| Other toilet provisions (above minimum service level) | 2 663 | 2 663 | 0 | 1 792 |
| Minimum Service Level and Above sub-total | 10 356 | 10 356 | 17 709 | 22 535 |
| Minimum Service Level and Above percentage | 35% | 35% | 57% | 67% |
| Sanitation: (below minimum level) | | | | |
| Bucket toilet | 10 387 | 15 387 | 11 508 | 9 402 |
| Other toilet provisions (below minimum service level) | 1 900 | 3 847 | 1 886 | 1 750 |
| Below Minimum Service Level sub-total | 12 287 | 19 234 | 13 394 | 11 152 |
| Below Minimum Service Level Percentage | 54% | 65% | 43% | 33% |
| Total Number of Households | 22 643 | 29 590 | 31 103 | 33 687 |

Source: Census 2011

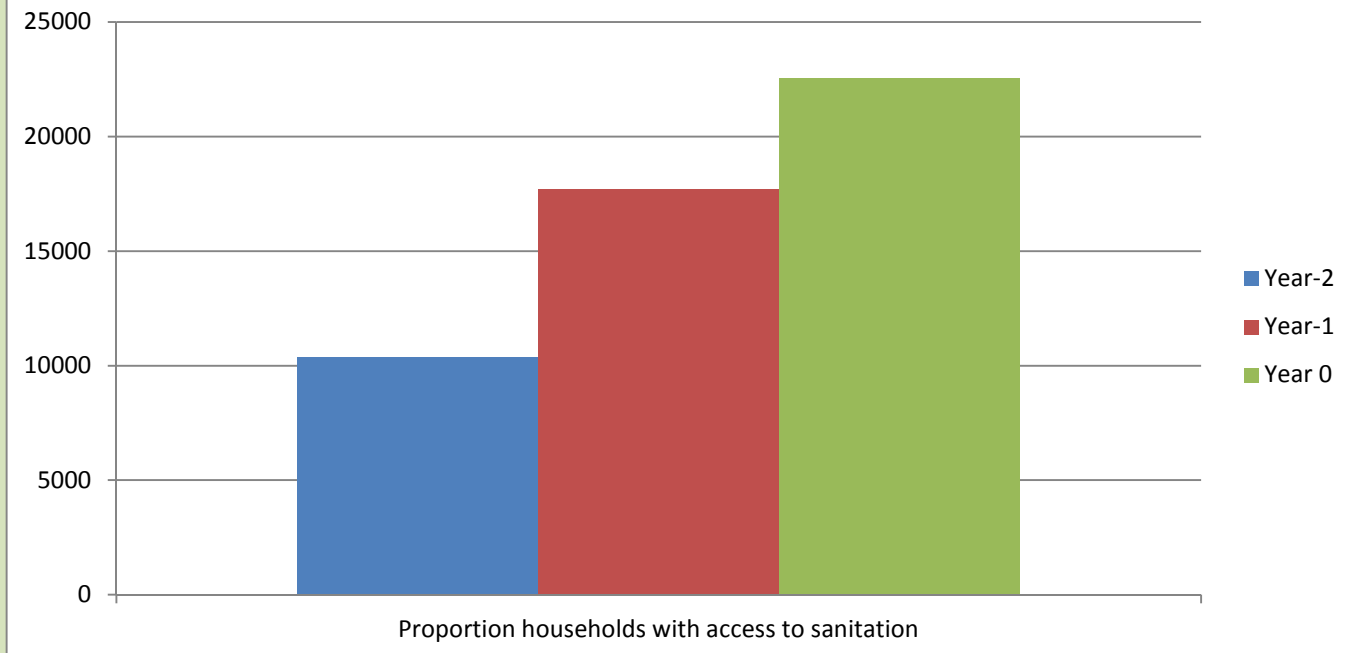
T 3.2.3

| Households-Sanitation Service delivery Levels below the minimum | | | | | | |
|---|---------------|---------------|---------------|------------------------|--------------------------|---------------|
| Description | Year-3 | Year-2 | Year-1 | Year 0 | | |
| | Actual Number | Actual Number | Actual Number | Original Budget Number | Adjustment Budget Number | Actual Number |
| Formal Settlement | | | | | | |
| Total Households | 10 356 | 10 356 | 17 709 | 17 709 | 4 826 | 22 535 |
| Households below minimum service level | 0 | 0 | 0 | 0 | 0 | 0 |
| Proportion of households below minimum service level | 0% | 0% | 0% | 0% | 0% | 0% |
| Informal Settlement | | | | | | |
| Total Households | 9 943 | 2 000 | 2 584 | 2 584 | 8 568 | 11 152 |
| Households below minimum service level | 2 996 | 2 000 | 2 584 | 2 584 | 8 568 | 11 152 |
| Proportion of households below minimum service level | 100% | 100% | 100% | 100% | 100% | 100% |

Source: Census 2011

T 3.2.4

Access to Sanitation



Source: Census 2011

T 3.2.5

| Waste Water (Sanitation) Service Policy Objectives Take From IDP | | | | | | | | |
|---|---|--------------------------------------|---------------|--------|---------------|---------|--------------|----------------|
| Service objective (i) | Service indicators (ii) | Outline Service Targets (iii) | Year-1 | | Year 0 | | Year 1 | Year 2 |
| | | | Target | Actual | Target | Actual | Target | |
| | | | Previous Year | | Previous Year | | Current Year | Following Year |
| | | | (iv) | (v) | (vi) | (vii) | (viii) | |
| Service Objective | | | | | | | | |
| To provide improved sanitation services | % completion of civil phase 1 of the upgrading of oxidation ponds in Moemaneng | | 20% | 0% | 40% | 38% | 70% | 30% |
| | % completion of civil phase 2 of the upgrading of oxidation ponds in Moemaneng | | 10% | 0% | 10% | 0% | 50% | 50% |
| | % completion of mechanical phase 3 of the upgrading of oxidation ponds in Moemaneng | | 10% | 0% | 10% | 0% | 50% | 50% |
| | % completion of electrical phase 4 of the upgrading of oxidation ponds in Moemaneng | | 10% | 0% | 10% | 0% | 65% | 35% |
| To ensure maintenance of sewer network | % of sewer spillages refurbished | | 100% | | 100% | 110% | 100% | 100% |
| To provide sanitation services | Number of bucket removed | | 10 772 | | 10 772 | 94 816 | 100 000 | 45 0000 |
| | Number of septic tanks serviced | | 443 | | 443 | 3 148 | 2 148 | 1 148 |
| To provide basic maintenance | Number of blockages unblocked | | 645 | | 645 | 1 685 | 700 | 500 |
| To ensure that the final treated effluent meets the required standard/requirement of green drop | Percentage treated water going into the river | | | | 70% | 73% | 80% | 90% |
| | Senekal | | 0 | | 60% | Unknown | 80% | 100% |
| | Ficksburg | | 0 | | 60% | Unknown | 80% | 100% |
| | Marquard | | 0 | | 60% | Unknown | 80% | 100% |
| | Clocolan | | 0 | | 60% | Unknown | 80% | 100% |

Source: DTS Annual Performance Report 2012/2013

T 3.2.6

| Employee: Sanitation Services | | | | | | |
|-------------------------------|------------------|--------------|-----------------|----------------------------------|-----------------------------------|--|
| Job Level | Year 1 | | Year 0 | | | |
| | Employees Number | Posts Number | Employee Number | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) | |
| 0-3 | 1 | 0 | 1 | -1 | -100% | |
| 4-6 | 2 | 2 | 2 | 0 | 0% | |
| 7-9 | 5 | 5 | 5 | 0 | 0% | |
| 10-12 | 19 | 19 | 19 | 0 | 0% | |
| 13-15 | 7 | 7 | 7 | 0 | 0% | |
| 16-17 | 61 | 61 | 61 | 0 | 0% | |
| Total | 94 | 94 | 94 | -1 | -1% | |

T 3.2.7

| Financial Performance Year 0: Sanitation Services | | | | | |
|---|----------------|---------------------|---------------------|------------------|---------------------|
| Details | Year-1 | Year 0 | | | |
| | Actual | Original budget | Adjustment Budget | Actual | Variance to Budget |
| Total Operating Revenue | 39 224 739 | 24 550 653 | 24 550 653 | 26 877 808 | 2 327 111 |
| Expenditure | | | | | |
| Employees | 9 265 940 | 9 425 660 | 10 938 156 | 10 824 383 | 113 773 |
| Repairs and Maintenance | 1 921 556 | 1 443 571 | 2 035 401 | 3 639 967 | (1 604 566) |
| Other | 27 528 300 | 24 477 800 | 55 364 293 | 3 550 840 | 51 813 453 |
| Total operational Expenditure | 38 715 796 | 35 347 031 | 68 337 850 | 18 015 190 | 50 322 660 |
| Net Operational Expenditure | 508 943 | (10 796 378) | (43 787 153) | 8 862 618 | (34 924 535) |
| T 3.2.8 | | | | | |

| Capital Expenditure: Sanitation Services | | | | | |
|---|-------------------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| Refurbishment of Meqheleng sewerage system | 16 900 000 | 16 900 000 | 9 257 717 | 7 642 283 | 16 900 000 |
| Upgrading of waste water treatment works in Senekal | 9 503 612 | 23 923 708 | 21 729 677 | 2 194 031 | 23 923 708 |
| Upgrading of oxidation ponds in Marquard | 17 100 000 | 36 787 167 | 25 696 733 | 14 430 677 | 36 787 167 |
| Total | 43 503 612 | 77 610 875 | 56 684 127 | 24 266 991 | 77 610 875 |
| T 3.2.9 | | | | | |

COMMENT ON SANITATION SERVICES PERFORMANCE OVERALL

The municipality's focus should be on completing the unfinished projects from the 2007 Bucket Eradication Programme and resolving the issue of water particularly in Marquard and Senekal.

T 3.2.10

3.3 ELECTRICITY PROVISION

INTRODUCTION TO ELECTRICITY PROVISION

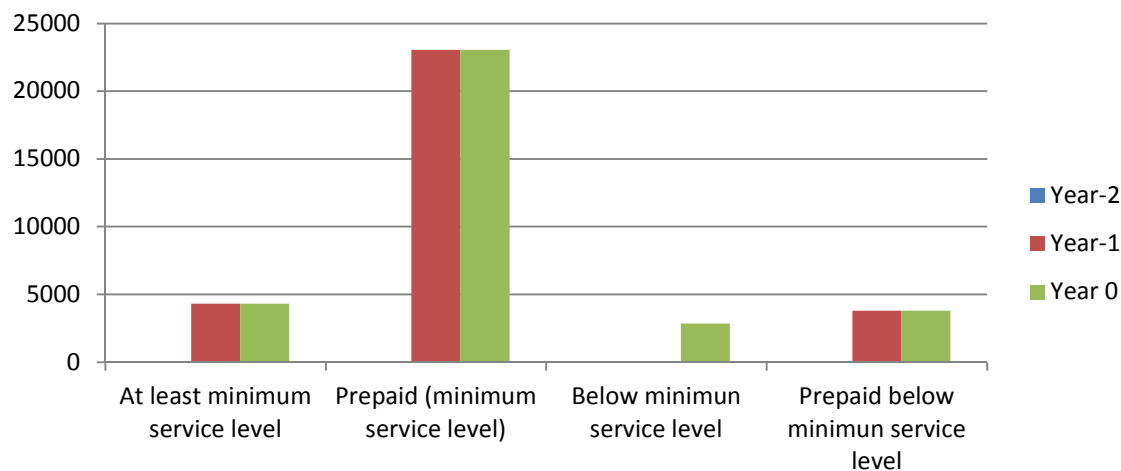
The electricity service in the municipality is of high standard and the low turnover rate on personnel in the division makes it easier to keep the levels high and reliable. Electricity networks are maintained and metering of electricity through the installation of pre-paid meters over time will improve the service.

The service is performed in the townships mainly by Eskom, while the streetlights are maintained by the municipality. Good relationships with the service provider in those areas are important in the drive to improve living conditions.

Public lighting is funded by the municipality and or MIG and a continuous process of installing streetlights or other forms of public lighting will continue. The electricity division is also responsible for electricity maintenance and stores of the municipality.

T 3.3.1

Electricity



Source: Census 2011

T 3.3.2

| Electricity Service Delivery Levels | | | | |
|--|---------------|---------------|---------------|---------------|
| Description | Year-3 | Year-2 | Year-1 | Year 0 |
| | Actual Number | Actual Number | Actual Number | Actual Number |
| Energy: (above minimum level) | | | | |
| At least minimum service level | | | 4 307 | 4 307 |
| Prepaid at least minimum service level | | | 23 047 | 23 047 |
| Minimum Service Level and Above sub-total | 17 643 | 24 590 | 27 354 | 27 354 |
| Minimum Service Level and Above percentage | | | 88% | 81% |
| Energy: (below minimum level) | | | | |
| Prepaid below minimum service level | | | 3 706 | 3 792 |
| Below minimum service level | | | 0 | 0 |
| Other energy sources | | | 43 | 2 849 |
| Below Minimum Service Level sub-total | 5 000 | 5 000 | 3 749 | 6 641 |
| Below Minimum Service Level Percentage | 17% | 17% | 12% | 19% |
| Total Number of Households | 22 643 | 29 590 | 31 103 | 33 687 |
| Source: Census 2011 | | | | |

T 3.3.3

| Households-Electricity Service delivery Levels below the minimum | | | | | | |
|--|---------------|---------------|---------------|------------------------|--------------------------|---------------|
| Description | Year-3 | Year-2 | Year-1 | Year 0 | | |
| | Actual Number | Actual Number | Actual Number | Original Budget Number | Adjustment Budget Number | Actual Number |
| Formal Settlement | | | | | | |
| Total Households | 22 643 | 29 590 | 31 103 | 31 103 | 2 584 | 33 687 |
| Households above minimum service level | 17 643 | 24 590 | 27 354 | 27 354 | 0 | 27 354 |
| Proportion of households below minimum service level | 78% | 83% | 88% | 88% | 0 | 88% |
| Informal Settlement | | | | | | |
| Total Households | 2 996 | 5 000 | 2 584 | 2 584 | 967 | 3 551 |
| Households below minimum service level | 2 996 | 5 000 | 2 584 | 2 584 | 967 | 3 551 |
| Proportion of households below minimum service level | 100% | 100% | 100% | 100% | 100% | 100% |
| Source: Census 2011 | | | | | | |

T 3.3.4

| Electricity Service Policy Objectives Take From IDP | | | | | | | |
|--|--|---------------------|--------|-------------------|--------|--------------------|-----------------------|
| Service objective Service indicators (i) | Outline Service Targets (ii) | Year-1 | | Year 0 | | Year 1 | Year 3 |
| | | Target | Actual | Target | Actual | Target | |
| | | Previous Year (iii) | (iv) | Previous Year (v) | (vi) | Current Year (vii) | Following Year (viii) |
| Service Objective | | | | | | | |
| To ensure that electricity is made available to improve the lives of all residents | Number of replaced fittings in towns | 80 | 117 | 70 | 0 | | |
| | Number of serviced transformers | 30 | 30 | 30 | 0 | | |
| | Number of installed pre-paid meters | | | 150 | 0 | | |
| | Number of street lights repaired | 400 | 638 | 400 | 769 | | |
| | Kilometres of low voltage cable fitted | 2 | 1.42 | 1.7 | 0.7 | | |
| | Kilometre of high voltage cable fitted | | 0 | 1.9 | 0 | | |
| | Number of tor poles replaced | | | 50 | 0 | | |
| | Number of 11kw insulators installed | 50 | 0 | 50 | 0 | | |
| | Number of Lt panels replaced | 4 | 0 | 50 | 0 | | |
| | Number of substations maintained | 20 | 15 | 20 | 5 | | |
| | Number of mini substations installed | | | 2 | 0 | | |

Source: DTS Annual Performance Report 2012/2013

T 3.3.5

| Employee: Electricity Services | | | | | |
|--------------------------------|------------------|--------------|-----------------|----------------------------------|-----------------------------------|
| Job Level | Year 1 | Posts Number | Year 0 | | |
| | Employees Number | | Employee Number | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| 0-3 | 2 | 3 | 2 | 1 | 33% |
| 4-6 | 2 | 5 | 2 | 3 | 60% |
| 7-9 | 1 | 1 | 1 | 1 | 0% |
| 10-12 | 2 | 4 | 2 | 2 | 50% |
| 13-15 | 4 | 5 | 4 | 1 | 80% |
| 16-17 | 6 | 17 | 6 | 11 | 65% |
| Total | 17 | 35 | 17 | 19 | 54% |

T 3.3.6

| Financial Performance Year 0: Electricity Services | | | | | |
|--|--------------------|---------------------|---------------------|---------------------|--------------------|
| Details | Year-1 | Year 0 | | | |
| | Actual | Original Budget | Adjustment Budget | Actual | Variance to Budget |
| Total Operating Revenue | 37 869 751 | 42 559 526 | 42 625 319 | 42 713 276 | 87 957 |
| Expenditure | | | | | |
| Employees | 3 039 138 | 3 276 680 | 3 684 968 | 4 046 470 | 361 502 |
| Repairs and Maintenance | 1 069 930 | 1 762 501 | 1 777 368 | 1 468 159 | (309 209) |
| Other | 5 458 140 | 9 119 687 | 9 102 334 | 9 525 127 | 422 793 |
| Total operational Expenditure | 47 436 959 | 56 718 394 | 57 189 989 | 57 753 032 | 563 043 |
| Net Operational Expenditure | (9 567 208) | (14 158 868) | (14 564 670) | (15 039 756) | (475 086) |
| T 3.3.7 | | | | | |

| Capital Expenditure: Electricity Services | | | | | |
|---|------------------|---------------------|---------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| Clocolan/Hlohlolwane: Installation of 2 high mast lights (MIS:193476) | 587 122 | 651 438.60 | 499 461.79 | 64 316.60 | 651 438.60 |
| Ficksburg/Meqheleng: Installation of 7 high mast lights (MIS: 193462) | 2 043 184 | 2 280 035.11 | 1 477 017.74 | 236 851.11 | 2 280 035.11 |
| Senekal/Matwabeng: Installation of 5 high mast lights (MIS: 193454) | 1 468 123 | 1 628 596.52 | 1 089 370.14 | 160 473.52 | 1 628 596.52 |
| Marquard/Moemaneng Installation of 2 high mast lights (MIS: 194946) | 587 122 | 651 438.60 | 499 461.79 | 64 316.60 | 651 438.60 |
| Total | 4 685 551 | 5 211 508.83 | 3 642 355.92 | 525 957.83 | 5 211 508.83 |
| T 3.3.8 | | | | | |

COMMENT ON ELECTRICITY SERVICES PERFORMANCE OVERALL

Delays to the project's completion was due to the following:

- Re-location of high mast lights because of failure of foundations. The failure of foundations due to underground sewer spillages.
- Other areas required additional excavation to reach firm ground

T 3.3.9

3.4 WASTE MANAGEMENT

INTRODUCTION TO WASTE MANAGEMENT

This section renders the following services to the community, waste removal, maintenance of sport facilities and community halls, preparation of graves and the maintenance of municipal properties.

The total urban community is having access to the above-mentioned services, but not everyone is receiving the same standard of service.

T 3.4.1

| Solid Waste Service Delivery Levels | | | | | | |
|--|---------------|---------------|---------------|------------------------|--------------------------|----------------|
| Description | Year-3 | Year-2 | Year-1 | Year 0 | | |
| | Actual Number | Actual Number | Actual Number | Actual Number | | |
| Solid Waste: (above minimum level) | | | | | | |
| Removed at least once a week | 11 774 | 15 387 | 17 418 | 18 534 | | |
| Minimum Service Level and Above sub-total | 11 774 | 15 387 | 17 418 | 18 534 | | |
| Minimum Service Level and Above percentage | 52% | 52% | 56% | 55% | | |
| Solid Waste: (below minimum level) | | | | | | |
| Removed less frequently than once a week | 3 551 | 1 | 3 732 | 841 | | |
| Using communal refuse dump | 592 | 592 | 311 | 808 | | |
| Using own refuse dump | 7 101 | 7 101 | 5 910 | 10 961 | | |
| Other rubbish disposal | 0 | 0 | 0 | 220 | | |
| No rubbish disposal | 2 959 | 2 959 | 3 732 | 2 323 | | |
| Below Minimum Service Level sub-total | 10 869 | 14 203 | 13 685 | 15 153 | | |
| Below Minimum Service Level Percentage | 48% | 48% | 44% | 45% | | |
| Total Number of Households | 22 643 | 29 590 | 31 103 | 33 687 | | |
| Source: Census 2011 | | | | T 3.4.2 | | |
| Households-Solid Waste Service delivery Levels below the minimum | | | | | | |
| Description | Year-3 | Year-2 | Year-1 | Year 0 | | |
| | Actual Number | Actual Number | Actual Number | Original Budget Number | Adjustment Budget Number | Actual Number |
| Formal Settlement | | | | | | |
| Total Households | 11 774 | 15 387 | 17 418 | 17 418 | 1 116 | 18 534 |
| Households above minimum service level | 0 | 0 | 0 | 0 | 0 | 0 |
| Proportion of households below minimum service level | 0% | 0% | 0% | 0% | 0% | 0% |
| Informal Settlement | | | | | | |
| Total Households | 10 869 | 14 203 | 13 685 | 13 685 | 1 468 | 15 153 |
| Households below minimum service level | 10 869 | 14 203 | 13 685 | 13 685 | 1 468 | 15 153 |
| Proportion of households below minimum service level | 100% | 100% | 100% | 100% | 100% | 100% |
| Source: Census 2011 | | | | | | T 3.4.3 |

| Financial Performance Year 0: Solid Waste Management Services | | | | | |
|---|------------------|--------------------|---------------------|---------------------|--------------------|
| Details | Year-1 | Year 0 | | | |
| | Actual | Original Budget | Adjustment Budget | Actual | Variance to Budget |
| Total Operating Revenue | 25 859 559 | 27 656 009 | 27 667 562 | 26 985 352 | 682 210 |
| Expenditure | | | | | |
| Employees | 14 602 976 | 11 240 172 | 16 575 761 | 17 070 445 | 494 684 |
| Repairs and Maintenance | 1 705 545 | 939 462 | 988 024 | 3 990 886 | 3 002 862 |
| Other | 5 210 909 | 19 711 173 | 33 310 893 | 22 791 835 | 10 519 058 |
| Total operational Expenditure | 21 519 430 | 31 890 807 | 50 874 678 | 43 853 166 | 14 016 604 |
| Net Operational Expenditure | 4 340 129 | (4 234 798) | (22 889 326) | (16 185 604) | 13 334 394 |
| T 3.4.7 | | | | | |

| Capital Expenditure: Waste Management Services | | | | | |
|--|--------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| No capital projects implemented during the year under review | | | | | |
| T 3.4.8 | | | | | |

COMMENT ON WASTE MANAGEMENT SERVICES PERFORMANCE OVERALL

The rendering of the service is under pressure due to old fleet, and these old vehicles are unreliable and broke down on a regular basis. The Management is at present engaging with the Officials from the Government Garage with a view to obtain vehicles and equipment as per priority list.

The maintenance of the landfill sites is a serious problem and officials of the Department of Environmental Affairs issued a pre-directive on the condition at these sites. Without proper equipment and vehicles the maintenance of these landfill sites would never be realised.

The positive at the moment is that contractors will be appointed during July 2013 to develop new sites in Ficksburg and Senekal, and to rehabilitate the existing sites to comply with the Waste Act.

T 3.4.9

3.5 HOUSING

INTRODUCTION TO HOUSING

The strategy applied to redress past imbalances especially housing is by providing business plans to the Provincial Government along with lists which are compiled at grassroots level. Housing in this instance is still the function of the Provincial Government (Human Settlements) as it allocates RDP houses through their budget. The local municipality assists the Provincial Government in ensuring that serviced sites are available through Township Establishment in order to build RDP houses for the poor.

The municipality has data as to how many people need housing especially the poor and currently there is a new programme called FLISP which will assist local government to cater for people who do not qualify for RDP and do not afford to buy or build houses for themselves. The successes we have achieved in Year 0 is that we have managed to have serviced sites which are currently being allocated. We managed to secure farms which shall be used for human settlements development.

We need to ensure that we generate more revenue through rentals/leases of land and municipal properties and from sponsors so that we can plan ahead and accordingly. It is quite important to consider that pro-active planning can assist in this regard. Therefore, more township developments need to be established in order to address future planning and growth of our communities.

The municipality tries it utmost best to deliver or address housing backlog by providing the needy with sites and selling other sites to generate revenue. However, sites need to be serviced. People who do not qualify to build houses for themselves are given sites and to those who can afford to build houses for themselves, they buy the sites from the municipality.

It is quite important to start implementing and exploring other housing typologies and programmes that can assist to house communities. However, these are initiatives in the pipeline. However, the need for housing is being addressed accordingly and prioritised.

T 3.5

| Percentage of households with access to basic housing | | | |
|---|---|---------------------------------|--|
| Year End | Total households (including in formal and informal settlements) | Household in formal settlements | Percentage of households in formal settlements |
| Year-3 | 22 643 | 19 647 | 87% |
| Year-2 | 29 590 | 27 590 | 93% |
| Year-1 | 31 103 | 28 519 | 92% |
| Year 0 | 33 687 | 30 136 | 89% |
| T 3.5.1 | | | |

| Households-Housing Service delivery Levels below the minimum | | | | | | |
|--|---------------|---------------|---------------|------------------------|--------------------------|---------------|
| Description | Year-3 | Year-2 | Year-1 | Year 0 | | |
| | Actual Number | Actual Number | Actual Number | Original Budget Number | Adjustment Budget Number | Actual Number |
| Formal Settlement | | | | | | |
| Total Households | 19 647 | 27 590 | 28 519 | 28 519 | 0 | 28 519 |
| Households below minimum service level | 0 | 0 | 0 | 0 | 0 | 0 |
| Proportion of households below minimum service level | 0% | 0% | 0% | 0% | Undefined | 0% |
| Informal Settlement | | | | | | |
| Total Households | 2 996 | 2 000 | 2 584 | 2 584 | 0 | 2 584 |
| Households below minimum service level | 0 | 0 | 0 | 0 | 0 | 0 |
| Proportion of households below minimum service level | 0% | 0% | 0% | 0% | Undefined | 0% |
| Source: Census 2011 | | | | | | |
| T 3.5.2 | | | | | | |

| Housing Service Policy Objectives Take From IDP | | | | | | | |
|--|--|------------------------|--------|----------------------|--------|-----------------------|--------------------------|
| Service objective (i) | Service indicators (ii) | Year-1 | | Year 0 | | Year 1 | Year 2 |
| | | Target | Actual | Target | Actual | Target | |
| | | Previous Year (iii) | (iv) | Previous Year (v) | (vi) | Current Year (vii) | Following Year (viii) |
| Service Objective | | | | | | | |
| To plan a new cemetery in Meqheleng | Number of plans approved | | | 1 | 1 | 1 | 1 |
| | Number of layout plans approved | | | 1 | 1 | 1 | 1 |
| | Number of township registered opened | | | 1 | 0 | 1 | 1 |
| To plan new township establishment ext. 29 | Number of reports | | | 5 | 5 | 1 | 1 |
| To develop housing policy | Approved policy | | | 1 | 1 | 1 | 1 |
| To review housing sector plan | Approved reviewed sector plan | | | 1 | 0 | 1 | 1 |
| To develop a living waiting list for erven | Approved consolidated living waiting list | | | 1 | 1 | 1 | 1 |
| To develop a waiting list for government subsidised houses | Approved government subsidised waiting lists | | | 1 | 1 | 1 | 1 |
| To allocate serviced residential sites | Number of sites allocated | | | 660 | 0 | 1000 | 1000 |
| Development of SDF | Approved SDF | | | 1 | 1 | 1 | 1 |
| To formalise informal settlement | Number of dwellers relocated | | | 218 | 0 | 400 | 400 |
| | Number of informal settlement upgraded | | | 1 | 1 | 4 | 4 |
| To effectively manage lease contracts | Approved contract register | | | 1 | 1 | 1 | 1 |
| To create database for commonages, lands and camps | Approved database | | | 1 | 0 | 1 | 1 |
| To maintain council properties | Number of properties renovated | | | 4 | 3 | 4 | 4 |
| Source: DCS Annual Performance Report 2012/2013 | | | | | | | T 3.5.3 |

| Employee: Housing Services | | | | | |
|----------------------------|------------------|--------------|-----------------|----------------------------------|-----------------------------------|
| Job Level | Year 1 | Posts Number | Year 0 | | |
| | Employees Number | | Employee Number | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| 0-3 | 1 | 1 | 1 | 0 | 0 |
| 4-6 | 2 | 2 | 2 | 0 | 0 |
| 7-9 | 3 | 7 | 3 | 4 | 57% |
| 10-12 | 11 | 11 | 11 | 0 | 0 |
| 13-15 | 2 | 2 | 2 | 0 | 0 |
| 16-17 | 0 | 0 | 0 | 0 | 0 |
| Total | 19 | 23 | 19 | 4 | 57% |
| | | | | | T 3.5.4 |

| Financial Performance Year 0: Housing Services | | | | | |
|--|------------------|------------------|-------------------|------------------|--------------------|
| Details | Year-1 | Year 0 | | | |
| | Actual | Original budget | Adjustment Budget | Actual | Variance to Budget |
| Total Operating Revenue | 22 244 | 1 856 925 | 1 858 425 | 177 745 | -90% |
| Expenditure | | | | | |
| Employees | 2 520 649 | 2 661 534 | 2 794 470 | 3 192 074 | 20% |
| Repairs and Maintenance | 95 554 | 78 870 | 93 000 | 146 019 | 85% |
| Other | 63 060 | 559 479 | 391 877 | 602 459 | 8% |
| Total operational Expenditure | 2 679 263 | 3 299 883 | 3 279 347 | 3 940 552 | 47% |
| Net Operational Expenditure | 2 657 019 | 1 442 958 | 1 420 922 | 3 762 807 | 60% |
| T 3.5.5 | | | | | |

| Capital Expenditure: Housing Services | | | | | |
|---------------------------------------|---------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| Town Planning | 300 000 | 100 000 | 114 000 | 14% | 114 000 |
| T 3.5.6 | | | | | |

COMMENT ON HOUSING SERVICES PERFORMANCE OVERALL

The priority of the largest capital projects is that as there is migration and an increase in the population, we need to ensure that we do pro-active planning. Meaning we begin the processes of township establishment and ensure we plan for the future, in conjunction with these sites being serviced so that the allocation processes can run smoothly.

Illegal occupation of land is still a challenge which forces the municipality to ultimately formalize areas which were not planned or budgeted for. However, to address the need for housing we should secure funding and ensure allocations take place.

T 3.5.7

3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

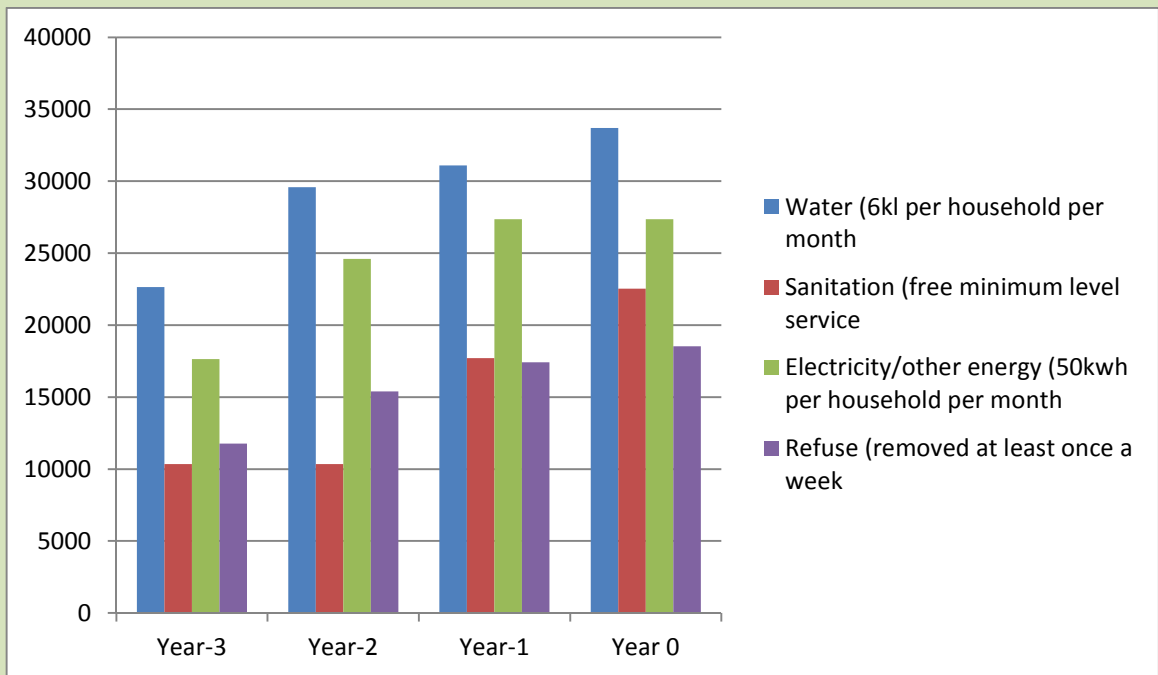
INTRODUCTION TO BASIC SERVICES AND INDIGENTS SUPPORT

Section 214(1) of the Constitution provides for the equitable division of nationally collected revenue among all government spheres to ensure that, among others, municipalities and provinces are able to perform the duties allocated to them, that they are able to provide basic services to their communities, and that they operate within a proper and efficient financial environment.

In line with the above, the municipality adopted and implements the Indigent Subsidy Policy, which assist those who cannot afford to pay for the municipal services to be assisted by government.

T 3.6.1

| Percentage of households with access to basic housing | | | |
|---|---|---------------------------------|--|
| Year End | Total households (including in formal and informal settlements) | Household in formal settlements | Percentage of households in formal settlements |
| Year-3 | 22 643 | 19 647 | 87% |
| Year-2 | 29 590 | 27 590 | 93% |
| Year-1 | 31 103 | 28 519 | 92% |
| Year 0 | 33 687 | 30 136 | 89% |
| T 3.5.1 | | | |



T 3.6.2

| Free Basic Services To Low Income Households | | | | | | | | | | |
|--|-------|------------------|--------|-----------------------|--------|------------------------|--------|-------------------|--------|-----|
| Number of households | | | | | | | | | | |
| Households earning less than R1800 per month | | | | | | | | | | |
| | Total | Free Basic Water | | Free Basic Sanitation | | Free Basic Electricity | | Free Basic refuse | | |
| | | Total | Access | % | Access | % | Access | % | Access | % |
| Year-2 | | 29 590 | 29 590 | 100% | | | | | | |
| Year-1 | | 31 103 | 31 103 | 100% | 5 554 | 18% | 5 554 | 18% | 5 554 | 18% |
| Year 0 | | 33 687 | 33 687 | 100% | 6 124 | 18% | 6 124 | 18% | 6 124 | 18% |

T 3.6.3

| Financial Performance Year 0: Cost to Municipality of Free Basic Services Delivered | | | | | |
|---|--------|-----------------|-------------------|--------|--------------------|
| Details | Year-1 | Year 0 | | | |
| | Actual | Original budget | Adjustment Budget | Actual | Variance to Budget |
| Water | 0 | 0 | 0 | 0 | 0 |
| Waste Water (Sanitation) | 0 | 7 800 000 | 7 800 000 | 0 | 0 |
| Electricity | 0 | 0 | 0 | 0 | 0 |
| Waste Management (Solid Waste) | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 7 800 000 | 7 800 000 | 0 | 0 |

T 3.6.4

| Free Basic Service Policy Objectives Take From IDP | | | | | | | | |
|--|--------------------|-------------------------------------|------------------------|--------|----------------------|--------|-----------------------|--------------------------|
| Service objective (i) | Service indicators | Outline Service Targets (ii) | Year-1 | | Year 0 | | Year 1 | Year 3 |
| | | | Target | Actual | Target | Actual | Target | |
| | | | Previous Year (iii) | (iv) | Previous Year (v) | (vi) | Current Year (vii) | Following Year (viii) |
| Service Objective | | | | | | | | |
| The IDP 2012/2013 as well as the SDBIP 2012/2013 does not contain objective regarding the Free Basic Service Policy Objectives | | | | | | | | |
| | | | | | | | | T 3.6.5 |

COMMENT ON FREE BASIC SERVICES PERFORMANCE OVERALL

As part of the government’s overall strategy to alleviate poverty in South Africa, a policy for the provision of a free basic level of services has been published. It is fundamentally important that clear performance targets be set in strategic areas of interest to measure the extent to which municipal bureaucracies meet their targets.

Presently there is no clear policy objective in the IDP regarding the provision of free basic service level other than that it is funded out of the equitable shares.

T 3.6.6

3.7 ROADS

INTRODUCTION TO ROADS

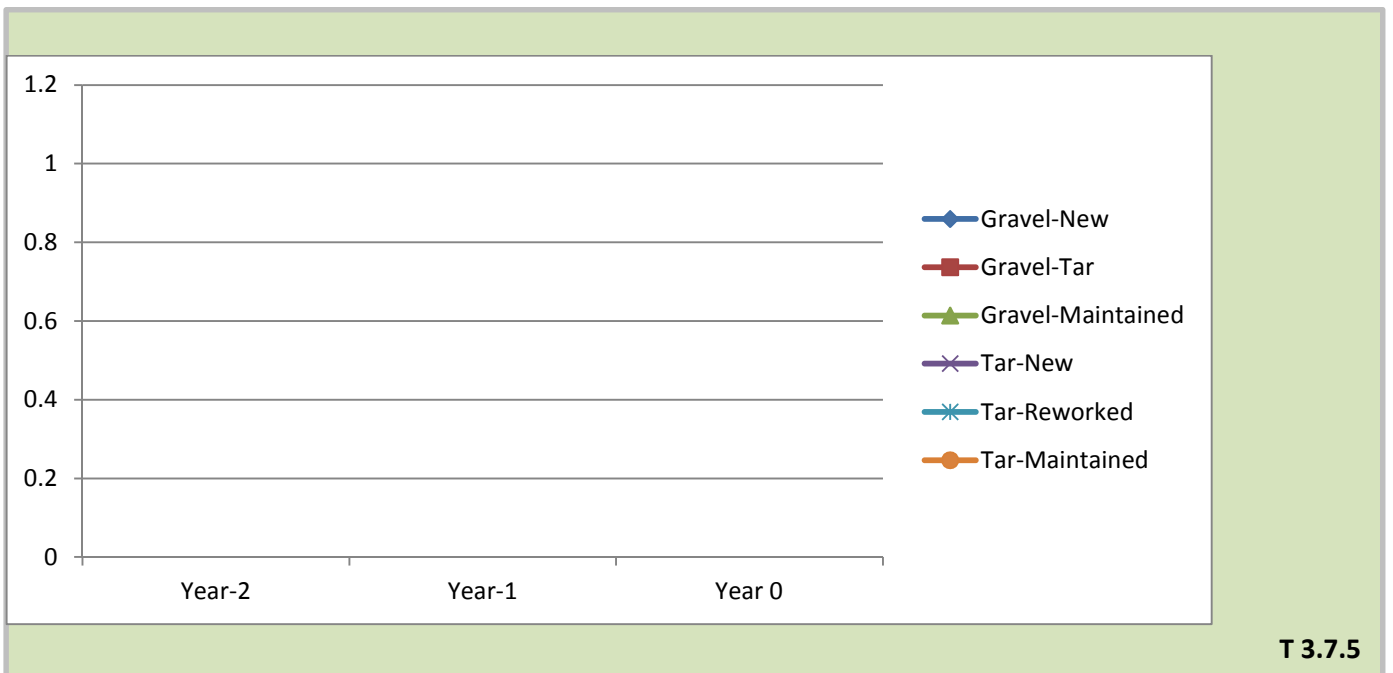
Roads division in the municipality is responsible to maintain roads and stormwater drainage. The building of new gravel roads or upgrading of roads also forms part of the competency in this division. A proper street network through the entire municipal area is important to attract new business investments in towns and also to keep current business opportunities. Infrastructure forms the heart of any economy of which the road infrastructure is the visible portion of it.

T 3.7.1

| Gravel Road Infrastructure | | | | | Kilometres |
|----------------------------|--------------------|------------------------------|------------------------------|--------------------------------|----------------|
| | Total Gravel Roads | New gravel roads constructed | Gravel Roads upgraded to tar | Gravel roads graded/maintained | |
| Year-2 | 151.91km | 0 | 0 | | 0 |
| Year-1 | 145.61km | 0 | 6.3km | | 219km |
| Year 0 | 142.71km | 0 | 3.3km | | 190km |
| | | | | | T 3.7.2 |

| Tarred Roads Infrastructure | | | | | | | Kilometres |
|-----------------------------|--------------------|---------------------------|---------------------------------|--------------------------------|-------------------------------|-------------------------------|----------------|
| | Total Tarred Roads | New Tar roads constructed | Existing tarred roads re-tarred | Gravel roads graded/maintained | Existing tar roads re-sheeted | Existing tar roads maintained | |
| Year-2 | | | | | | | |
| Year-1 | | 6.3km | | 219.6km | 32 563m ² | | 201km |
| Year 0 | 128.26km | 3.3km | 0 | 190km | 75 898m ² | | 187km |
| | | | | | | | T 3.7.3 |

| Cost of Construction/Maintenance | | | | | | | R'000 |
|----------------------------------|--------------|------------|------------|-----------|-----------|------------|----------------|
| | Gravel Roads | | | Tar Roads | | | |
| | New | Gravel-Tar | Maintained | New | Re-worked | Maintained | |
| Year-2 | | | | | | | 931 281 |
| Year-1 | | | | | | | |
| Year 0 | | | | | | | |
| | | | | | | | T 3.7.4 |



T 3.7.5

| Roads Service Policy Objectives Take From IDP | | | | | | | |
|--|---|------------------------|----------------------|----------------------|----------------------|-----------------------|--------------------------|
| Service objective (i) | Service indicators (ii) | Year-1 | | Year 0 | | Year 1 | Year 3 |
| | | Target | Actual | Target | Actual | Target | |
| | | Previous Year (iii) | (iv) | Previous Year (v) | (vi) | Current Year (vii) | Following Year (viii) |
| | | | | | | | |
| Service Objective | | | | | | | |
| To ensure access to an acceptable roads infrastructure | Kilometres of gravel road upgraded | | | 0.4km | 0.4km | | |
| To ensure proper road and street network throughout the entire municipal area to benefit all residents | Kilometres of road graded | 150km | 219.6km | 150km | 190km | | |
| | Kilometre of road constructed | 16km | 8.6km | 16km | 25km | | |
| | Kilometres of potholes repaired | 70km | 201km | 70km | 187km | | |
| | M ³ of road re-sealed or slurred | 42 000m ² | 32 564m ² | 42 000m ² | 75 898m ² | | |
| | M ² of road fog sprayed | 85 000m ² | 0 | 85 000m ² | 0 | | |
| | M ² of road fog sprayed | 521km | 0.6km | 500km | 0 | | |
| Source: DTS Annual Performance Report 2012/2013 | | | | | | | T 3.7.6 |

| Employee: Roads Services | | | | | |
|--------------------------|------------------|--------------|-----------------|----------------------------------|-----------------------------------|
| Job Level | Year 1 | Year 0 | | | |
| | Employees Number | Posts Number | Employee Number | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| 0-3 | 2 | 2 | 2 | 0 | 0% |
| 4-6 | 4 | 5 | 4 | 1 | 25% |
| 7-9 | 4 | 4 | 4 | 0 | 0% |
| 10-12 | 6 | 6 | 6 | 0 | 0% |
| 13-15 | 25 | 33 | 25 | 8 | 24% |
| 16-17 | 25 | 37 | 25 | 12 | 32% |
| Total | 66 | 87 | 66 | 21 | 24% |
| | | | | | T 3.7.7 |

| Financial Performance Year 0: Roads Services | | | | | |
|--|----------|-----------------|-------------------|---------------|--------------------|
| Details | Year-1 | Year 0 | | | |
| | Actual | Original budget | Adjustment Budget | Actual | Variance to Budget |
| Water | 0 | 574 326 | 0 | | |
| Waste Water (Sanitation) | 0 | 30 012 | 0 | | |
| Electricity | 0 | 356 394 | 0 | 12 169 | -96% |
| Waste Management (Solid Waste) | 0 | 0 | 0 | | |
| Total | 0 | 960 732 | 0 | 12 169 | -99% |
| | | | | | T 3.7.8 |

| Capital Expenditure: Roads Services | | | | | |
|--|-------------------|----------------------|----------------------|-------------------------------|----------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| Marquard/Moemaneng: Construction of 2km paved road and stormwater drainage | 5 500 000 | 8 654 133.61 | 8 057 079.88 | 3 154 133.61 | 8 654 133.61 |
| Ficksburg/Meqheleng: Construction of 2.3km paved road and stormwater drainage | 6 325 000 | 11 044 018.20 | 10 598 029.80 | 4 719 018.20 | 11 044 018.20 |
| Clocolan/Hlohlolwane: Construction of 2.2km paved road and stormwater drainage | 5 842 544 | 8 147 832.61 | 7 519 566.26 | 2 305 288.61 | 8 147 832.61 |
| Matwabeng/Senekal: Construction of 2.2km paved road and stormwater drainage | 6 050 000 | 9 088 307.00 | 855 016.32 | 3 038 307.00 | 9 088 307.00 |
| Total | 23 717 544 | 36 934 291.42 | 27 029 692.26 | 13 216 747.42 | 36 934 291.42 |

T 3.7.9

COMMENT ON ROADS SERVICES PERFORMANCE OVERALL

The division struggles a lot in maintaining the roads and storm water due to lack of vehicles and equipment

T 3.7.10

3.8 WASTE WATER (STORM WATER DRAINAGE)

INTRODUCTION TO STORM WATER DRAINAGE

This is part of roads in the municipality

T 3.8.1

| Storm Water Infrastructure | | | | Kilometres |
|--|-------------------------|------------------------------|--------------------------------|------------|
| Total Stormwater measures | New stormwater measures | Stormwater measures upgraded | Stormwater measures maintained | |
| The function is located within roads as per the organogram | | | | |

T 3.8.2

| Cost of Construction/Maintenance | | | R'000 |
|--|---------------------|----------|-------|
| | Stormwater Measures | | |
| | New | Upgraded | |
| The function is located within roads as per the organogram | | | |

T 3.8.3



T 3.8.4

| Stormwater Policy Objectives Take From IDP | | | | | | | |
|--|--------------------------------|---|--------|----------------------|--------|-----------------------|--------------------------|
| Service objective (i) | Service indicators (ii) | Year-1 | | Year 0 | | Year 1 | Year 3 |
| | | Target | Actual | Target | Actual | Target | |
| | | Previous Year (iii) | (iv) | Previous Year (v) | (vi) | Current Year (vii) | Following Year (viii) |
| Service Objective | | | | | | | |
| To ensure proper roads and street network throughout the entire municipal area to benefit of all residents | | Kilometres of storm water paved channels maintained | 20km | 239km | 20km | 243km | |
| | | Kilometres of storm water gravelled channels maintained | 145km | 101km | 145km | 169km | |
| | | Kilometres of maintained sidewalks | 3.6km | 10.9km | 3.6km | 7km | |
| Source: DTS Annual Performance Report 2012/2013 | | | | | | | T 3.8.5 |

| Employee: Stormwater Services | | | | | |
|---------------------------------------|------------------|--------------|-----------------|----------------------------------|-----------------------------------|
| Job Level | Year 1 | Year 0 | | | |
| | Employees Number | Posts Number | Employee Number | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| Included in the roads employees above | | | | | |
| | | | | | T 3.8.6 |

| Financial Performance Year 0: Stormwater Services | | | | | |
|---|-----------------------------|-----------------|-------------------|--------|--------------------|
| Details | Year-1 | Year 0 | | | |
| | Actual | Original budget | Adjustment Budget | Actual | Variance to Budget |
| Water | Included in the roads above | | | | |
| Waste Water (Sanitation) | | | | | |
| Electricity | | | | | |
| Waste Management (Solid Waste) | | | | | |
| Total | | | | | |
| | | | | | T 3.8.7 |

| Capital Expenditure: Stormwater Services | | | | | |
|--|--------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| Included in the roads above | | | | | |
| | | | | | T 3.8.8 |

COMMENT ON STORMWATER SERVICES PERFORMANCE OVERALL

Included in the roads above

T 3.8.9

COMPONENT C: PLANNING AND DEVELOPMENT

INTRODUCTION TO PLANNING AND DEVELOPMENT

This function falls within the urban Planning and Human Settlement as per the organogram. The information is contained under housing. Planning also takes part in the PMU and the IDP Division of the municipality.

T 3.9

3.9 PLANNING

INTRODUCTION TO PLANNING

The municipality annually review its Integrated Development Plan, in order to have a single strategic document for the municipal area in terms of legislation.

T 3.9.1

| Application for Land Use Development | | | | | | |
|---------------------------------------|----------------------------|--------|----------|--------|-------------------|----------------|
| Detail | Formalisation of Townships | | Rezoning | | Built Environment | |
| | Year-1 | Year 0 | Year-1 | Year 0 | Year -1 | Year 0 |
| Planning application received | Information not submitted | | | | | |
| Determination made in year of receipt | | | | | | |
| Determination made in following year | | | | | | |
| Application withdrawn | | | | | | |
| Application outstanding at year end | | | | | | |
| | | | | | | T 3.9.2 |

Planning Policy Objectives Take From IDP

| Service objective (i) | Service indicators | Outline Service Targets (ii) | Year-1 | | Year 0 | | Year 1 | Year 3 |
|--------------------------------------|--------------------|-------------------------------------|------------------------|--------|----------------------|--------|-----------------------|--------------------------|
| | | | Target | Actual | Target | Actual | Target | |
| | | | Previous Year (iii) | (iv) | Previous Year (v) | (vi) | Current Year (vii) | Following Year (viii) |
| Service Objective | | | | | | | | |
| See Housing, PMU and IDP/PMS reports | | | | | | | | |
| T 3.9.3 | | | | | | | | |

Employee: Planning Services

| Job Level | Year 1 | Year 0 | | | |
|--------------------------------------|------------------|--------------|-----------------|----------------------------------|-----------------------------------|
| | Employees Number | Posts Number | Employee Number | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| See Housing, PMU and IDP/PMS reports | | | | | |
| T 3.9.4 | | | | | |

Financial Performance Year 0: Planning Services

| Details | Year-1 | Year 0 | | | |
|--------------------------------------|--------|-----------------|-------------------|--------|--------------------|
| | Actual | Original budget | Adjustment Budget | Actual | Variance to Budget |
| Water | | | | | |
| Waste Water (Sanitation) | | | | | |
| Electricity | | | | | |
| Waste Management (Solid Waste) | | | | | |
| Total | | | | | |
| See Housing, PMU and IDP/PMS reports | | | | | |
| T 3.9.5 | | | | | |

| Capital Expenditure: Planning Services | | | | | |
|--|--------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| See Housing, PMU and IDP/PMS reports | | | | | |
| T 3.9.6 | | | | | |

| COMMENT ON PLANNING SERVICES PERFORMANCE OVERALL |
|--|
| See Housing, PMU and IDP/PMS reports |
| T 3.9.7 |

3.10 LOCAL ECONOMIC DEVELOPMENT AND TOURISM

| INTRODUCTION TO ECONOMIC DEVELOPMENT |
|--|
| <p>According to section 153 of the Constitution of 1996, “a municipality must structure and manage its administration, budgeting and planning process to give priority to basic needs of the community”. This mandate is reinforced by the White Paper on Local Government of 1998.</p> <p>The White Paper introduces the concept of “developmental local government”, which is defined as: “Local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs, and improve the quality of their lives.</p> |
| T 3.10.1 |

| Economic Activity per Sector | | | | R'000 |
|---|--------|--------|----------------|-----------------|
| Sector | Year-2 | Year-1 | Year 0 | |
| forestry and fishing | | | 23 205 | |
| Agriculture | | | 179 082 | |
| Mining and quarrying | | | 111 | |
| Manufacturing | | | 44 450 | |
| Wholesale and retail trade | | | 117 394 | |
| Finance, property, etc. | | | 118 939 | |
| Government, community and social services | | | 105 444 | |
| Infrastructure services | | | 25 617 | |
| Total | | | 614 242 | |
| Source; IDP 2012/2013 | | | | T 3.10.2 |

| Economic Employment per Sector | | | | Jobs |
|---|--------|--------|---------------|-----------------|
| Sector | Year-2 | Year-1 | Year 0 | |
| Forestry and fishing | | | | |
| Agriculture | | | | |
| Mining and quarrying | | | | |
| Manufacturing | | | | |
| Wholesale and retail trade | | | | |
| Finance, property, etc. | | | | |
| Government, community and social services | | | | |
| Infrastructure services | | | | |
| Total | | | 29 754 | 29 754 |
| Source; IDP 2012/2013 | | | | T 3.10.3 |

COMMENT ON LOCAL JOB OPPORTUNITIES

The municipality has got a great potential regarding job opportunities when it comes to tourism and agriculture. The benefit of all this will materialise after the approval of the draft LED Strategy later in the current financial year.

T 3.10.4

| Jobs Created during Year 0 by LED Initiatives (Excluding EPWP projects) | | | | |
|--|---------------------|---|---------------------------------------|---|
| Total Jobs created/Top 3 initiatives | Jobs Created | Jobs lost/displaced by other initiatives | Net total jobs created in year | Method of validating jobs created/lost |
| Total (all initiatives) | | | | |
| Year-2 | 464 | | 464 | Monthly Reports |
| Year-1 | 668 | | 668 | |
| Year 0 | 2 072 | | 2 072 | |
| Initiative A (Year 0) | | | | |
| Initiative B (Year 0) | | | | |
| Initiative C (Year 0) | | | | |
| Source: EPWP Reports | | | | T 3.10.5 |

| Jobs creation through EPWP projects | | |
|--|----------------------|---|
| Details | EPWP Projects | Jobs created through EPWP projects |
| Year-2 | | 464 |
| Year-1 | | 668 |
| Year 0 | | 2 072 |
| Source: EPWP Reports | | T 3.10.6 |

| Financial Performance Year 0: Local Economic Development Services | | | | | |
|---|----------|------------------|-------------------|----------------|--------------------|
| Details | Year-1 | Year 0 | | | |
| | Actual | Original budget | Adjustment Budget | Actual | Variance to Budget |
| Operating Revenue | 0 | 0 | 0 | 0 | 0 |
| Expenditure | | | | | |
| Employee costs | 0 | 924 493 | 617 153 | 633 838.56 | 16 686 |
| Repair and maintenance | 0 | 0 | 0 | 0 | 0 |
| Other | | 92 500 | 92 500 | 187 331.89 | 94 832 |
| Total Expenditure | 0 | 1 016 993 | 709 653 | 821 170 | 111 517 |
| Net Expenditure | 0 | 1 016 993 | 709 653 | 821 170 | 111 517 |
| | | | | | T 3.10.9 |

| Capital Expenditure: Economic Development Services | | | | | |
|--|--------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| No projects implemented in the year under review | | | | | |
| | | | | | T 3.10.10 |

COMMENT ON LOCAL ECONOMIC DEVELOPMENT SERVICES PERFORMANCE OVERALL

The division has always been understaffed, but with the additional appointments made during the year, the municipality will be able to take local economic development to higher levels and create many job opportunities to the local residents.

T 3.10.11

3.11 CEMETERIES

INTRODUCTION TO CEMETERIES

During the year a new cemetery was approved to be developed in Meqheleng, and the basic streets were graded in between the blocks to assist with traffic and storm water drainage

T 3.11.1

| SERVICE STATISTICS FOR CEMETERIES | | | | | |
|-----------------------------------|-------------------------|-------------------------|-------------------------|------------|-----------------|
| Town | 1 st Quarter | 2 nd Quarter | 3 rd Quarter | 4 Quarter | Total |
| Ficksburg | 136 | 129 | 130 | 110 | 505 |
| Senekal | 93 | 50 | 75 | 88 | 306 |
| Clocolan | 56 | 64 | 71 | 82 | 273 |
| Marquard | 49 | 38 | 45 | 52 | 184 |
| Total | 334 | 281 | 321 | 332 | 1 268 |
| | | | | | T 3.11.2 |

| Capital Expenditure: Cemeteries Services | | | | | |
|--|--------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| No capital Projects Implemented in the year under review | | | | | |
| | | | | | T 3.11.6 |

COMMENT ON CEMETERIES PERFORMANCE OVERALL

The division works very hard to keep the graveyards in good conditions.

T 3.11.7

3.12 MUNICIPAL PROPERTIES AND PARKS

INTRODUCTION TO MUNICIPAL PROPERTIES AND PARKS

The division is located within the Department of Economic and Community Services in the municipality.

T 3.12.1

SERVICE STATISTICS FOR MUNICIPAL PROPERIES AND PARKS

Due to shortage of vehicles and equipment much was not done for the year under review.

T 3.12.2

| Municipal Properties and Parks Policy Objectives Take From IDP | | | | | | | |
|--|--|------------------------|--------|----------------------|--------|-----------------------|--------------------------|
| Service objective (i) | Service indicators (ii) | Year-1 | | Year 0 | | Year 1 | Year 3 |
| | | Target | Actual | Target | Actual | Target | |
| | | Previous Year (iii) | (iv) | Previous Year (v) | (vi) | Current Year (vii) | Following Year (viii) |
| Service Objective | | | | | | | |
| To ensure that municipal properties are safe, secured and maintained | number of municipal offices maintained | ? | ? | 1 | 0 | 1 | 1 |
| | Number of community halls maintained | ? | ? | 1 | 0 | 1 | 1 |
| | Number of police stations maintained | ? | ? | 1 | 0 | 1 | 1 |
| | Number of post office maintained | ? | ? | 1 | 0 | 1 | 1 |
| | Number of sport stadiums maintained | ? | ? | 1 | 0 | 4 | 4 |
| Source: DECS Annual Performance Report 2012/2013 | | | | | | | T 3.12.3 |

| Employee: Municipal Properties and Parks Services | | | | | |
|---|------------------|--------------|-----------------|----------------------------------|-----------------------------------|
| Job Level | Year 1 | Year 0 | | | |
| | Employees Number | Posts Number | Employee Number | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| 0-3 | 7 | 7 | 7 | 0 | 0% |
| 4-6 | | | | | |
| 7-9 | | | | | |
| 10-12 | | | | | |
| 13-15 | | | | | |
| 16-17 | | | | | |
| Total | 7 | 7 | 7 | 0 | 0% |
| T 3.12.4 | | | | | |

| Financial Performance Year 0: Municipal Properties and Parks Services | | | | | |
|---|-------------------|------------------|-------------------|------------------|--------------------|
| Details | Year-1 | Year 0 | | | |
| | Actual | Original budget | Adjustment Budget | Actual | Variance to Budget |
| Operating Revenue | 0 | 0 | 0 | 0 | 0 |
| Expenditure | | | | | |
| Employee costs | 0 | 0 | 6 431 | 0 | (6 431) |
| Repair and maintenance | 352 016 | 554 376 | 669 443 | 575 199 | 94 244 |
| Other | 10 667 411 | 1 228 776 | 2 352 474 | 2 950 115 | 597 641 |
| Total Expenditure | 11 019 427 | 1 783 152 | 3 028 348 | 3 525 314 | 685 454 |
| Net Expenditure | 11 019 427 | 1 783 152 | 3 028 348 | 3 525 314 | 685 454 |
| T 3.12.5 | | | | | |

| Capital Expenditure: Municipal Properties and Parks Services | | | | | |
|--|--------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| No capital projects were implemented for the period under review | | | | | |
| | | | | | T 3.12.6 |

COMMENT ON MUNICIPAL PROPERTIES AND PARKS PERFORMANCE OVERALL

Lack of equipment and fleet hampered the functioning of the division; plans are underway to remedy the situation in the current financial year.

T 3.12.7

COMPONENT D: SECURITY AND SAFETY

INTRODUCTION TO SECURITY AND SAFETY

The objective of this division is to ensure that the municipality workforce, councillors and communities are safe and secured in their environment.

T 3.13

3.13 TRAFFIC

INTRODUCTION TO TRAFFIC

Ensure that all road users abide by the road traffic management regulations and statutes.

T 3.13.1

| Details | Traffic Service Data | | | |
|---|---------------------------|-----------------|---------------|-----------------|
| | Year-1 | Year 0 | | Year 1 |
| | Actual Number | Estimate Number | Actual Number | Estimate number |
| Number of road traffic accident during the year | Information not submitted | | | |
| Number of by-law infringement attended | | | | |
| Number of traffic officers in the field per day | | | | |
| Number of traffic officer on duty on an average day | | | | |
| T 3.13.2 | | | | |

Financial Performance Year 0: Traffic Services

| Details | Year-1 | Year 0 | | | Variance to Budget |
|------------------------|-----------|-----------------|-------------------|-----------|--------------------|
| | Actual | Original budget | Adjustment Budget | Actual | |
| Operating Revenue | 377 776 | 225 000 | 234 329 | 390 818 | 156 579 |
| Expenditure | | | | | |
| Employee costs | 4 413 950 | 4 240 742 | 3 597 914 | 4 173 203 | (215 289) |
| Repair and maintenance | 222 350 | 298 150 | 307 687 | 391 558 | (83 871) |
| Other | 226 196 | 306 541 | 566 227 | 254 148 | 312 079 |
| Total Expenditure | 4 862 496 | 4 845 433 | 4 471 828 | 4 818 909 | (347 081) |
| Net Expenditure | 4484 720 | 4 620 433 | 4 237 499 | 4 428 091 | 190 592 |
| | | | | | T 3.13.5 |

| Capital Expenditure: Traffic Services | | | | | |
|--|--------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| No capital project for the year under review | | | | | |
| | | | | | T 3.13.6 |

COMMENT ON TRAFFIC SERVICES PERFORMANCE OVERALL

The division is performing extremely well within the limited resources at its disposal

T 3.13.7

3.14 SECURITY

INTRODUCTION TO SECURITY

To ensure that all citizens are safe and secured within the municipal area.

T 3.14.1

| Service Statistics For Security Services | | | | |
|--|---------------|-----------------|---------------|-----------------|
| Details | Year-1 | Year 0 | | Year 1 |
| | Actual Number | Estimate Number | Actual Number | Estimate number |
| Information not submitted | | | | |
| | | | | T 3.4.2 |

| Capital Expenditure: Security Services | | | | | |
|--|--------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| No capital projects implemented in the year under review | | | | | |
| | | | | | T 3.14.6 |

COMMENT ON SECURITY SERVICES PERFORMANCE OVERALL

The division has increased its manpower and believes that this will enhance its ability to safeguard the municipal personnel, and municipal properties

T 3.14.7

COMPONENT E: SPORT AND RECREATION

INTRODUCTION TO SPORT AND RECREATION

The existing sport facilities and community halls were maintained to such a standard it was accessible to the public. The vandalism of facilities by members of the public is still a major problem, resulting in that the Caledon Park Hall is not accessible anymore.

The caravan park is maintained well yearly and during the cherry festival it is fully booked. The contractors started with the development of a new stadium in Meqheleng, and the plan is to develop the stadium over a three year period.

T 3.15

3.15 SPORT AND RECREATION

| SERVICE STATISTICS FOR SPORT AND RECREATION | | | | |
|---|---------------|-----------------|---------------|-----------------|
| Details | Year-1 | Year 0 | | Year 1 |
| | Actual Number | Estimate Number | Actual Number | Estimate number |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | T 3.15.1 |

| Capital Expenditure: Sport and Recreation Services | | | | | |
|---|--------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| No capital projects implemented for the year under review | | | | | |
| | | | | | T 3.15.5 |

COMMENT ON SPORT AND RECREATION SERVICES PERFORMANCE OVERALL

The division is still very young and it will perform once it has resources.

T 3.15.6

COMPONENT F: CORPORATE POLICY OFFICES AND OTHER SERVICES

INTRODUCTION TO CORPORATE POLICY OFFICES AND OTHER SERVICES

These offices ensure that government is effective, efficient and economical in providing sustainable services to communities.

T 3.16

3.16 ADMINISTRATION AND COUNCIL SUPPORT

INTRODUCTION TO ADMINISTRATION AND COUNCIL SUPPORT

To support council and council committees with secretariat services and administration.

T 3.16.1

| SERVICE STATISTICS FOR ADMINISTRATION AND COUNCIL SUPPORT | | | | |
|---|---------------|-----------------|---------------|-----------------|
| Details | Year-1 | Year 0 | | Year 1 |
| | Actual Number | Estimate Number | Actual Number | Estimate number |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | T 3.16.2 |

| ADMINISTRATION AND COUNCIL SUPPORT SERVICES POLICY OBJECTIVES TAKE FROM IDP | | | | | | | | |
|---|--------------------|-------------------------------------|------------------------|--------|----------------------|--------|-----------------------|--------------------------|
| Service objective (i) | Service indicators | Outline Service Targets (ii) | Year-1 | | Year 0 | | Year 1 | Year 2 |
| | | | Target | Actual | Target | Actual | Target | |
| | | | Previous Year (iii) | (iv) | Previous Year (v) | (vi) | Current Year (vii) | Following Year (viii) |
| To ensure proper management of the division through the effective communication | | Number of divisional meetings | 0 | 0 | 3 | 3 | | |
| Source: DECS Annual Performance Report 2012/2013 | | | | | | | | T 3.16.3 |

| EMPLOYEE: ADMINISTRATION AND COUNCIL SUPPORT SERVICES | | | | | |
|---|--|--------------|-----------------|----------------------------------|-----------------------------------|
| Job Level | Year 1 | Year 0 | | | |
| | Employees Number | Posts Number | Employee Number | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| 0-3 | Salary information need to be unbundled and employees paid out of the correct vote | | | | |
| 4-6 | | | | | |
| 7-9 | | | | | |
| 10-12 | | | | | |
| 13-15 | | | | | |
| 16-17 | | | | | |
| Total | | | | | |
| T 3.16.4 | | | | | |

| FINANCIAL PERFORMANCE: ADMINISTRATION AND COUNCIL SUPPORT SERVICES | | | | | |
|--|--------|-----------------|-------------------|--------|--------------------|
| Details | Year-1 | Year 0 | | | Variance to Budget |
| | Actual | Original budget | Adjustment Budget | Actual | |
| Operating Revenue | | | | | |
| Expenditure | | | | | |
| Employee costs | | | | | |
| Repair and maintenance | | | | | |
| Other | | | | | |
| Total Expenditure | | | | | |
| Net Expenditure | | | | | |
| T 3.16.5 | | | | | |

| CAPITAL EXPENDITURE: ADMINISTRATION AND COUNCIL SUPPORT SERVICES | | | | | |
|--|--------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| No capital projects for the year under review | | | | | |
| | | | | | T 3.16.6 |

COMMENT ON ADMINISTRATION AND COUNCIL SUPPORT SERVICES PERFORMANCE OVERALL

The division has managed to have council’s issues attended to efficiently and effectively.

T 3.16.7

3.17 LEGAL AND COMMUNICATION

INTRODUCTION TO LEGAL AND COMMUNICATION

The division is located in

T 3.17.1

| SERVICE STATISTICS FOR LEGAL AND COMMUNICATION | | | | |
|--|---------------|-----------------|---------------|-----------------|
| Details | Year-1 | Year 0 | | Year 1 |
| | Actual Number | Estimate Number | Actual Number | Estimate number |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | T 3.17.2 |

| FINANCIAL PERFORMANCE: LEGAL AND COMMUNICATION SERVICES | | | | | |
|---|--------|-----------------|-------------------|--------|--------------------|
| Details | Year-1 | Year 0 | | | |
| | Actual | Original budget | Adjustment Budget | Actual | Variance to Budget |
| Operating Revenue | | | | | |
| Expenditure | | | | | |
| Employee costs | | | | | |
| Repair and maintenance | | | | | |
| Other | | | | | |
| Total Expenditure | | | | | |
| Net Expenditure | | | | | |
| | | | | | T 3.17.5 |

| CAPITAL EXPENDITURE: LEGAL AND COMMUNICATION SERVICES | | | | | |
|--|--------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| No capital projects implemented during the year under review | | | | | |
| | | | | | T 3.17.6 |

COMMENT ON LEGAL AND COMMUNICATION SERVICES PERFORMANCE OVERALL

T 3.17.7

3.18 HUMAN RESOURCES

INTRODUCTION TO HUMAN RESOURCES

T 3.18.1

| SERVICE STATISTICS FOR HUMAN RESOURCES | | | | |
|--|---------------|-----------------|---------------|-----------------|
| Details | Year-1 | Year 0 | | Year 1 |
| | Actual Number | Estimate Number | Actual Number | Estimate number |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | T 3.18.2 |

| HUMAN RESOURCES SERVICES POLICY OBJECTIVES TAKE FROM IDP | | | | | | | | |
|--|---|-------------------------|------------------------|--------|----------------------|--------|-----------------------|--------------------------|
| Service objective (i) | Service indicators (ii) | Outline Service Targets | Year-1 | | Year 0 | | Year 1 | Year 2 |
| | | | Target | Actual | Target | Actual | Target | |
| | | | Previous Year (iii) | (iv) | Previous Year (v) | (vi) | Current Year (vii) | Following Year (viii) |
| Service Objective | | | | | | | | |
| To promote effective and efficient personnel administration | Number of reports | | 3 | 3 | 3 | 3 | 3 | 3 |
| | Approved organisational Structure | | 1 | 1 | 1 | 1 | 1 | 1 |
| | Number of reports submitted to management | | 12 | 2 | 12 | 10 | 12 | 12 |
| | Number of vacancies to be filled | | | 20 | 68 | 104 | | |
| | Number of induction for new employees | | 0 | 0 | 4 | 4 | 4 | 4 |
| | Number of employees who are members of Pension/Provident fund | | 602 | 602 | 69 | 69 | 663 | 663 |
| | Number of workshops/seminars held | | 0 | 0 | 4 | 3 | 4 | 4 |
| | Number of hosting of the Medical Aid-Schemes Window Period Presentation | | 1 | 1 | 1 | 1 | 1 | 1 |
| Ensure that there is equity of opportunities for all employees | Number of divisional meetings held | | 24 | 24 | 6 | 6 | 6 | 6 |
| | Number of Employment Equity Plans compiled | | 1 | 1 | 1 | 1 | 1 | 1 |
| | Number of submissions made to DoL | | 1 | 1 | 1 | 1 | 1 | 1 |
| | Number of programmes to be conducted on EEP | | 1 | 1 | 1 | 1 | 1 | 1 |
| | Number of reports submitted to Management and LLF | | 0 | 0 | 4 | 3 | 4 | 4 |
| To promote training of councillors and employees | Number of awareness campaigns on EEP | | 0 | 0 | 1 | 1 | 1 | 1 |
| | Number of skills audits done | | 1 | 1 | 1 | 1 | 1 | 1 |
| | Number of training reports submitted | | 12 | 12 | 12 | 12 | 12 | 12 |
| | Number of WSP submitted to Management, LLG and LGSETA | | 1 | 1 | 1 | 1 | 1 | 1 |
| | Number of ATR submitted to Management, LLF and LGSETA | | 1 | 1 | 1 | 1 | 1 | 1 |
| | Number of training intervention attended by employees | | 0 | 0 | 2 | 0 | 2 | 2 |
| To promote the total well-being of employees in the workplace | Number of training intervention attended by councillors | | 0 | 0 | 35 | 55 | 35 | 35 |
| | number of site inspections carried out | | 0 | 0 | 12 | 28 | 12 | 12 |
| | Number of reports submitted | | 12 | 3 | 12 | 12 | 12 | 12 |
| | Number of risk assessment programmes carried out | | 4 | 1 | 4 | 5 | 4 | 4 |
| | Number of LLF meetings held | | 12 | 0 | 12 | 7 | 12 | 12 |
| | Number of cases reported | | 30 | 30 | 30 | 24 | 30 | 30 |
| | Number of cases closed | | 28 | 28 | 28 | 19 | 0 | 0 |
| | Number of cases pending | | 2 | 2 | 2 | 7 | 0 | 0 |
| Number of new dispute | | 14 | 14 | 14 | 12 | 0 | 0 | |
| Number of finalised disputes | | 13 | 13 | 13 | 15 | All | All | |
| T 3.18.3 | | | | | | | | |

| EMPLOYEE: HUMAN RESOURCES SERVICES | | | | | |
|------------------------------------|------------------|--------------|-----------------|----------------------------------|-----------------------------------|
| Job Level | Year 1 | Year 0 | | | |
| | Employees Number | Posts Number | Employee Number | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| 0-3 | 1 | 1 | 1 | 0 | 0% |
| 4-6 | 4 | 4 | 4 | 4 | 0% |
| 7-9 | 2 | 2 | 2 | 0 | 0% |
| 10-12 | 1 | 1 | 1 | 0 | 0% |
| 13-15 | 2 | 2 | 2 | 2 | 0% |
| 16-17 | 0 | 0 | 0 | 0 | 0% |
| Total | 10 | 10 | 10 | 0 | 0% |

T 3.18.4

| FINANCIAL PERFORMANCE: HUMAN RESOURCES SERVICES | | | | | |
|---|------------|-----------------|-------------------|---------|--------------------|
| Details | Year-1 | Year 0 | | | |
| | Actual | Original budget | Adjustment Budget | Actual | Variance to Budget |
| Operating Revenue | 529 583.38 | 600 000 | 600 000 | 632 000 | (32 000) |
| Expenditure | | | | | |
| Employees | | | | | |
| Repairs and Maintenance | | | | | |
| Other | | | | | |
| Total Operating Expenditure | | | | | |
| Net Operational Expenditure | | | | | |

T 3.18.5

| CAPITAL EXPENDITURE: HUMAN RESOURCE SERVICES | | | | | |
|---|--------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| No capital projects for the year under review | | | | | |

T 3.18.6

COMMENT ON HUMAN RESOURCES SERVICES PERFORMANCE OVERALL

T 3.18.7

3.19 INFORMATION TECHNOLOGY

INTRODUCTION TO INFORMATION TECHNOLOGY

T 3.19.1

| SERVICE STATISTICS FOR INFORMATION TECHNOLOGY | | | | |
|---|---------------|-----------------|---------------|-----------------|
| Details | Year-1 | Year 0 | | Year 1 |
| | Actual Number | Estimate Number | Actual Number | Estimate number |
| | | | | |
| | | | | |
| | | | | |

T 3.19.2

INFORMANTION TECHNOLOGY SERVICES POLICY OBJECTIVES TAKE FROM IDP

| Service objective | Service indicators | Outline Service Targets | Year-1 | | Year 0 | | Year 1 | Year 2 |
|---|--|-------------------------|---------------|--------|---------------|--------|--------------|-----------------|
| | | | Target | Actual | Target | Actual | Target | |
| | | | Previous Year | | Previous Year | | Current Year | Following Year |
| | | | (iii) | (iv) | (v) | (vi) | (vii) | (viii) |
| Service Objective | | | | | | | | |
| To ensure that the institution has an effective information and technological infrastructure in place | Number of compatibility reports | | 1 | 1 | 1 | 1 | 1 | 1 |
| | Number of reports on e-mail/internet maintenance | | 12 | 12 | 12 | 12 | 12 | 12 |
| | Number of security reports on system | | 12 | 12 | 12 | 12 | 12 | 12 |
| | Approved reviewed IT Strategy | | 1 | 1 | 1 | 1 | 1 | 1 |
| | Approved reviewed IT Disaster and Recovery Plan | | 1 | 1 | 1 | 1 | 1 | 1 |
| | Number of IT Steering Committee meeting | | 0 | 0 | 4 | 1 | 4 | 4 |
| | % of request from users attended to | | 100% | 100% | 100% | 100% | 100% | 100% |
| | Number of SharePoint 2010 servers | | 100 | 100 | 100 | 100 | 100 | 100 |
| | Number of client access licenses MS Office 2010 | | 100 | 100 | 100 | 100 | 100 | 100 |
| | Number of MS Exchange installed | | 1 | 1 | 1 | 0 | 1 | 1 |
| | Number of MS Exchanger server | | 1 | 1 | 1 | 1 | 1 | 1 |
| | Number of backup domain controller installed | | 0 | 0 | 1 | 1 | 1 | 1 |
| Number of licenses for back up domain controller | | 0 | 0 | 1 | 1 | 1 | 1 | |
| | | | | | | | | T 3.19.3 |

| EMPLOYEE: INFORMATION TECHNOLOGY SERVICES | | | | | |
|---|------------------|--------------|-----------------|----------------------------------|-----------------------------------|
| Job Level | Year 1 | Year 0 | | | |
| | Employees Number | Posts Number | Employee Number | Vacancies (fulltime equivalents) | 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 | 0 | 0 | 0 | 0 | 0% |
| 13-15 | 0 | 0 | 0 | 0 | 0% |
| 16-17 | 0 | 0 | 0 | 0 | 0% |
| Total | 2 | 2 | 2 | 0 | 0% |

T 3.19.4

| FINANCIAL PERFORMANCE: INFORMATION TECHNOLOGY SERVICES | | | | | |
|--|--------|-----------------|-------------------|--------|--------------------|
| Details | Year-1 | Year 0 | | | |
| | Actual | Original budget | Adjustment Budget | Actual | Variance to Budget |
| Operating Revenue | | | | | |
| Expenditure | | | | | |
| Employees | | | | | |
| Repairs and Maintenance | | | | | |
| Other | | | | | |
| Total Operating Expenditure | | | | | |
| Net Operational Expenditure | | | | | |

T 3.19.5

| CAPITAL EXPENDITURE: INFORMATION TECHNOLOGY SERVICES | | | | | |
|--|--------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

T 3.19.6

| COMMENT ON INFORMATION TECHNOLOGY SERVICES PERFORMANCE OVERALL |
|--|
| |

T 3.19.7

3.20 RISK MANAGEMENT

| INTRODUCTION TO RISK MANAGEMENT |
|--|
| <p>The adoption of the MFMA and Treasury Regulations issued in terms of the Act infused that a municipal culture, must add its emphasis on external sanctions and include stronger internal controls with anticipatory management systems to assess the abuse of power, which is the central principle of risk management.</p> <p>This is why risk management is central to managing the municipality as a whole, and why risk management is integral to planning, organising, directing and coordinating systems aimed at achieving municipality's goals and objectives. Risk refers to unwanted outcome, actual or potential, to the municipality's service delivery and other performance objectives, caused by the presence of risk factor(s). Some risk factor(s) also present upside potential, which management must be aware of and be prepared to exploit</p> |

T 3.20.1

SERVICE STATISTICS FOR RISK MANAGEMENT

| Details | Year-1 | Year 0 | | Year 1 |
|---------|---------------|-----------------|---------------|-----------------|
| | Actual Number | Estimate Number | Actual Number | Estimate number |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | T 3.20.2 |

| EMPLOYEE: RISK MANAGEMENT SERVICES | | | | | |
|------------------------------------|------------------|--------------|-----------------|----------------------------------|-----------------------------------|
| Job Level | Year 1 | Year 0 | | | |
| | Employees Number | Posts Number | Employee Number | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| 0-3 | | | | | |
| 4-6 | 1 | 1 | 1 | 0 | 0% |
| 7-9 | 0 | 0 | 0 | 0 | Undefined |
| 10-12 | 0 | 0 | 0 | 0 | Undefined |
| 13-15 | 0 | 0 | 0 | 0 | Undefined |
| 16-17 | 0 | 0 | 0 | 0 | Undefined |
| Total | 1 | 1 | 1 | 0 | 0% |

T 3.20.4

| FINANCIAL PERFORMANCE: RISK MANAGEMET SERVICES | | | | | |
|--|--------|-----------------|-------------------|--------|--------------------|
| Details | Year-1 | Year 0 | | | |
| | Actual | Original budget | Adjustment Budget | Actual | Variance to Budget |
| Operating Revenue | | | | | |
| Expenditure | | | | | |
| Employee costs | | | | | |
| Repair and maintenance | | | | | |
| Other | | | | | |
| Total Expenditure | | | | | |
| Net Expenditure | | | | | |

T 3.20.5

| CAPITAL EXPENDITURE: RISK MANAGEMENT SERVICES | | | | | |
|--|--------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| No capital projects for the unit for the year under review | | | | | |

T 3.20.6

COMMENT ON RISK MANAGEMENT SERVICES PERFORMANCE OVERALL

The Risk Management Unit developed Risk Management Policy, Risk Management Strategy,, Fraud Prevention Policy, Fraud Prevention Strategy and Risk Committee Charter. The Risk Officer facilitated the establishment of Risk Management Committee and four meetings were held during the year under review.

Presentations were made to senior and middle management on issues of risk management and fraud detection and prevention. A risk methodology was developed, risk assessments were conducted in various departments. The risk management unit also reported to the Audit Committee on issues that were affecting the risk management unit.

T 3.20.7

3.21 INTERNAL AUDIT

INTRODUCTION TO INTERNAL AUDIT

Internal Audit (IA) Unit was established in 2001 in order to achieve the requirements of section 165 of Municipal Finance Management Act no. 56 of 2003 which states: ***“Each municipality and each municipal entity must have an internal audit unit...”*** Furthermore, section 62 (1) (c) (ii), states that ***“the Accounting Officer of the municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of internal audit operating in accordance with any prescribed norms and standards”***.

The IAU has been in operation for more than 12 years (2001- 2012) and it is currently operating with six personnel and their professional developments are been taken care off through the years. The IA unit had been instrumental in assisting the municipality’s management to achieve their desired goals.

The IAU is conducting its activities in terms of the International Standards for the Professional Practice of Internal Auditing (ISPPA), which make emphasis on the internal audit activity to evaluate and contribute to the improvement of risk management, control, and governance processes using a systematic and disciplined approach.

The vision of internal audit is to be a professional function staffed by well-trained qualified staff, using leading edge methodologies and tools to provide value-adding services to Setsoto Municipality.

The mission is to deliver optimal service to our auditable entities including management and to provide objective feedback on the quality of organisational controls and performance.

Furthermore, Internal Audit is an independent, objective assurance and consulting function established to examine and evaluate activities, and to assist the Audit Committee, the Council and Management in the effective discharge of their responsibilities.

The IAU undergone the external quality assurance in October 2009 and the outcome reveals that the unit is in level two which is partially conforms to the ISPPA. For the past three years the office of the Auditor General was putting a reliance on the work of the IAU.

T 3.21.1

SERVICE STATISTICS FOR INTERNAL AUDIT

| Details | Year-1 | Year 0 | | Year 1 |
|---------|---------------|-----------------|---------------|-----------------|
| | Actual Number | Estimate Number | Actual Number | Estimate number |
| | | | | |
| | | | | |
| | | | | |

T 3.21.2

| EMPLOYEE: INTERNAL AUDIT SERVICES | | | | | |
|-----------------------------------|------------------|--------------|-----------------|----------------------------------|-----------------------------------|
| Job Level | Year 1 | Year 0 | | | |
| | Employees Number | Posts Number | Employee Number | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| 0-3 | 3 | 3 | 3 | 0 | 0% |
| 4-6 | 0 | 0 | 0 | 0 | 0% |
| 7-9 | 3 | 3 | 3 | 0 | 0% |
| 10-12 | 0 | 0 | 0 | 0 | 0% |
| 13-15 | 0 | 0 | 0 | 0 | 0% |
| 16-17 | 0 | 0 | 0 | 0 | 0% |
| Total | 6 | 6 | 6 | 0 | 0% |

T 3.21.4

| FINANCIAL PERFORMANCE: INTERNAL AUDIT SERVICES | | | | | |
|--|--------|-----------------|-------------------|--------|--------------------|
| Details | Year-1 | Year 0 | | | |
| | Actual | Original budget | Adjustment Budget | Actual | Variance to Budget |
| Water | 0 | 0 | 0 | 0 | 0% |
| Waste Water (Sanitation) | 0 | 0 | 0 | 0 | 0% |
| Electricity | 0 | 0 | 0 | 0 | 0% |
| Waste Management (Solid Waste) | 0 | 0 | 0 | 0 | 0% |
| Total | 0 | 0 | 0 | 0 | 0% |

T 3.21.5

| CAPITAL EXPENDITURE: INTERNAL AUDIT SERVICES | | | | | |
|---|--------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| No capital projects for the year under review | | | | | |

T 3.21.6

COMMENT ON INTERNAL AUDIT SERVICES PERFORMANCE OVERALL

IAU will proactively partner with Setsoto Municipality management on the performance of financial, compliance, information technology operational, risk assessment and performance audits, as well as consulting reviews and special projects, to maximise value adding contributions from the process. Value is created with an integrated audit approach using well-trained, knowledgeable qualified staff, total quality management principles, teamwork, and innovation. The unit endeavour to improve its performance in terms of complying fully with the ISPPA as is intending to be evaluated at the end of the financial year 2014.

T 3.21.7

3.22 INTEGRATED DEVELOPMENT PLANNING AND PERFORMANCE MANAGEMENT SYSTEMS

INTRODUCTION TO IDP AND PMS

The definition of the IDP is as follows:

“A participatory approach to integrate economic, sectoral, spatial, social, institutional, environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas and across the population in a manner that provides sustainable growth, equity and the empowerment of poor and marginalised.”

An IDP is therefore a plan that guides the activities and decisions of a Municipality for the next 5 years in terms of Chapter 5 of the Municipal Structures Act, 2000. It is subject to a review process that shall be followed annually to ensure the improvement of service delivery and the effectiveness of the administration of the Municipality.

The IDP is a plan that applies to the entire Municipality based on the development plans of Provincial and National Government. The IDP is the basis for municipalities to:

- o Identify its key development priorities;
- o Formulate a clear vision, mission and values;
- o Formulate appropriate strategies;
- o Develop appropriate organisational structure and systems to realise the vision and the mission; and
- o Align resources with the development priorities.

The IDP is a legislative requirement and as such has a legal status. It supersedes all other plans that guide development at Local Government level.

Integrated Development Planning mobilises a Municipality to focus itself, develop a future-directed vision and proactively position itself in a changing environment. Furthermore, it enables a Municipality to gain a better understanding of the challenges it encounters and to identify effective methods to deal with it.

By analysing the future, a municipality, its leaders, other stakeholders and civil society can anticipate future opportunities and threats. They can develop the ability to optimise opportunities, while controlling and minimising the threats. By identifying problems before they occur, a municipality can avoid being trapped in a cycle of crises management, which consumes valuable financial and human resources – resources which could have been used to take advantage of opportunities.

T 3.22.1

| SERVICE STATISTICS FOR IDP AND PMS | | | | |
|---|---------------|-----------------|---------------|-----------------|
| Details | Year-1 | Year 0 | | Year 1 |
| | Actual Number | Estimate Number | Actual Number | Estimate number |
| Developed IDP Review Process Plan | 1 | 1 | 1 | 1 |
| Developed IDP document | 1 | 1 | 1 | 1 |
| Approved PMS Framework | 1 | 1 | 1 | 1 |
| Signing of Performance Agreements | 5 | 5 | 5 | 5 |
| Signing of Performance Plans | 5 | 5 | 5 | 5 |
| Development of Quarterly Reports | 4 | 4 | 4 | 4 |
| Development of a Mid-year Performance Assessment Plan | 1 | 1 | 1 | 1 |
| Development of Annual Performance Report | 1 | 1 | 1 | 1 |
| Development of Annual Report | 1 | 1 | 1 | 1 |
| Performance Audit Committee meeting | 3 | 4 | 3 | 4 |
| Community Representative Forum meeting | 2 | 2 | 2 | 2 |
| IDP Steering Committee meeting | 4 | 2 | 4 | 3 |

T 3.22.2

| EMPLOYEE: IDP AND PMS SERVICES | | | | | |
|--------------------------------|------------------|--------------|-----------------|----------------------------------|-----------------------------------|
| Job Level | Year 1 | Year 0 | | | |
| | Employees Number | Posts Number | Employee Number | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| 0-3 | 1 | 1 | 1 | 0 | 0% |
| 4-6 | 0 | 0 | 0 | 0 | Undefined |
| 7-9 | 0 | 0 | 0 | 0 | Undefined |
| 10-12 | 0 | 0 | 0 | 0 | Undefined |
| 13-15 | 0 | 0 | 0 | 0 | Undefined |
| 16-17 | 1 | 1 | 1 | 0 | undefined |
| Total | 2 | 2 | 2 | 0 | 0% |

T 3.22.4

| FINANCIAL PERFORMANCE: IDP AND PMS SERVICES | | | | | |
|---|--------|-----------------|-------------------|--------|--------------------|
| Details | Year-1 | Year 0 | | | |
| | Actual | Original budget | Adjustment Budget | Actual | Variance to Budget |
| Operating Revenue | | | | | |
| Expenditure | | | | | |
| Employee costs | | | | | |
| Repair and maintenance | | | | | |
| Other | | | | | |
| Total Expenditure | | | | | |
| Net Expenditure | | | | | |

T 3.22.5

| CAPITAL EXPENDITURE: IDP AND PMS SERVICES | | | | | |
|---|---------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| Printing of IDP | 200 000 | 200 000 | 145 000 | -27.5% | 145 000 |

T 3.22.6

COMMENT ON IDP AND PMS SERVICES PERFORMANCE OVERALL

T 3.22.7

3.23 INCOME, BUDGET AND ANNUAL FINANCIAL STATEMENTS

INTRODUCTION TO INCOME, BUDGET AND AFS

T 3.23.1

| SERVICE STATISTICS FOR INCOME, BUDGET AND AFS | | | | |
|---|---------------|-----------------|---------------|-----------------|
| Details | Year-1 | Year 0 | | Year 1 |
| | Actual Number | Estimate Number | Actual Number | Estimate number |
| | | | | |
| | | | | |
| | | | | |

T 3.22.2

INCOME, BUDGET AND AFS SERVICES POLICY OBJECTIVES TAKE FROM IDP

| Service objective Service indicators (i) | Outline Service Targets (ii) | Year-1 | | Year 0 | | Year 1 | Year 2 |
|--|---|---------------|--------|---------------|------------|--------------|-----------------|
| | | Target | Actual | Target | Actual | Target | |
| | | Previous Year | | Previous Year | | Current Year | Following Year |
| | | (iii) | (iv) | (v) | (vi) | (vii) | (viii) |
| Service Objective | | | | | | | |
| Compliance | % response time to internal audit queries | 0 | 0 | 100% | 20% | | |
| | % response time to external audit queries | 0 | 0 | 100% | 0% | | |
| | Number of section 71 reports submitted as per requirements | 12 | 12 | 12 | 12 | 12 | 12 |
| | Number of AFS submitted within timeframe | 1 | 1 | 1 | 1 | 1 | 1 |
| | Draft budget submitted 90 days before the end of the financial year | 1 | 1 | 1 | 1 | 1 | 1 |
| Revenue Management | % collection rate | 55% | | 75% | 69% | 80% | 90% |
| | Amount collected on arrear amount | 0 | 0 | 10 million | 12 298 753 | 50% | 100% |
| | % number of exception reports printed | 0 | 0 | 100% | 0% | 100% | 100% |
| Policies | % budget related policies submitted with the draft budget | 0 | 0 | 100% | 100% | 100% | 100% |
| | % updated asset register that is GRAP compliant | 0 | 0 | 100% | 50% | 100% | 100% |
| | | | | | | | T 3.23.3 |

| EMPLOYEE: INCOME, BUDGET AND AFS SERVICES | | | | | |
|---|------------------|--------------|-----------------|----------------------------------|-----------------------------------|
| Job Level | Year 1 | Year 0 | | | |
| | Employees Number | Posts Number | Employee Number | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| 0-3 | 1 | 1 | 1 | 0 | 0% |
| 4-6 | 73 | 73 | 73 | 0 | 0% |
| 7-9 | | | | | |
| 10-12 | | | | | |
| 13-15 | | | | | |
| 16-17 | | | | | |
| Total | 74 | 74 | 74 | 0 | 0% |

T 3.23.4

| FINANCIAL PERFORMANCE: INCOME, BUDGET AND AFS SERVICES | | | | | |
|--|--------|-----------------|-------------------|--------|--------------------|
| Details | Year-1 | Year 0 | | | |
| | Actual | Original budget | Adjustment Budget | Actual | Variance to Budget |
| Operating Revenue | | | | | |
| Expenditure | | | | | |
| Employee costs | | | | | |
| Repair and maintenance | | | | | |
| Other | | | | | |
| Total Expenditure | | | | | |
| Net Expenditure | | | | | |

T 3.23.5

| CAPITAL EXPENDITURE: INCOME, BUDGET AND AFS SERVICES | | | | | |
|--|--------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

T 3.23.6

COMMENT ON INCOME, BUDGET AND AFS SERVICES PERFORMANCE OVERALL

T 3.23.7

3.24 EXPENDITURE MANAGEMENT

INTRODUCTION TO EXPENDITURE MANAGEMENT

T 3.24.1

| SERVICE STATISTICS FOR EXPENDITURE MANAGEMENT | | | | |
|---|---------------|-----------------|---------------|-----------------|
| Details | Year-1 | Year 0 | | Year 1 |
| | Actual Number | Estimate Number | Actual Number | Estimate number |
| | | | | |
| | | | | |
| | | | | |

T 3.24.2

| EMPLOYEE: EXPENDITURE MANAGEMENT SERVICES | | | | | |
|---|----------------------------|--------------|-----------------|----------------------------------|-----------------------------------|
| Job Level | Year 1 | | Year 0 | | |
| | Employees Number | Posts Number | Employee Number | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| 0-3 | Included in T 3.23.4 above | | | | |
| 4-6 | | | | | |
| 7-9 | | | | | |
| 10-12 | | | | | |
| 13-15 | | | | | |
| 16-17 | | | | | |
| Total | | | | | |
| T 3.24.4 | | | | | |

| FINANCIAL PERFORMANCE: EXPENDITURE MANAGEMENT SERVICES | | | | | |
|--|----------------------------|-----------------|-------------------|--------|--------------------|
| Details | Year-1 | Year 0 | | | |
| | Actual | Original budget | Adjustment Budget | Actual | Variance to Budget |
| Operating Revenue | Included in T 3.23.4 above | | | | |
| Expenditure | | | | | |
| Employee costs | | | | | |
| Repair and maintenance | | | | | |
| Other | | | | | |
| Total Expenditure | | | | | |
| Net Expenditure | | | | | |
| | | | | | |
| T 3.24.5 | | | | | |

| CAPITAL EXPENDITURE: EXPENDITURE MANAGEMENT SERVICES | | | | | |
|--|--------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| T 3.24.6 | | | | | |

COMMENT ON EXPENDITURE MANAGEMENT SERVICES PERFORMANCE OVERALL

T 3.24.7

3.25 SUPPLY CHAIN MANAGEMENT

INTRODUCTION TO SUPPLY CHAIN MANAGEMENT

T 3.25.1

| SERVICE STATISTICS FOR SUPPLY CHAIN MANAGEMENT | | | | |
|---|---------------|-----------------|---------------|-----------------|
| Details | Year-1 | Year 0 | | Year 1 |
| | Actual Number | Estimate Number | Actual Number | Estimate number |
| Number of road traffic accident during the year | | | | |
| Number of by-law infringement attended | | | | |
| Number of traffic officers in the field per day | | | | |
| Number of traffic officer on duty on an average day | | | | |
| T 3.25.2 | | | | |

| EMPLOYEE: SUPPLY CHAIN MANAGEMENT SERVICES | | | | | |
|--|----------------------------|--------------|-----------------|----------------------------------|-----------------------------------|
| Job Level | Year 1 | Year 0 | | | |
| | Employees Number | Posts Number | Employee Number | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| 0-3 | Included in T 3.23.4 above | | | | |
| 4-6 | | | | | |
| 7-9 | | | | | |
| 10-12 | | | | | |
| 13-15 | | | | | |
| 16-17 | | | | | |
| Total | | | | | |
| T 3.25.4 | | | | | |

| FINANCIAL PERFORMANCE: SUPPLY CHAIN MANAGEMENT SERVICES | | | | | |
|---|----------------------------|-----------------|-------------------|--------|--------------------|
| Details | Year-1 | Year 0 | | | |
| | Actual | Original budget | Adjustment Budget | Actual | Variance to Budget |
| Operating Revenue | Included in T 3.23.4 above | | | | |
| Expenditure | | | | | |
| Employee costs | | | | | |
| Repair and maintenance | | | | | |
| Other | | | | | |
| Total Expenditure | | | | | |
| Net Expenditure | | | | | |
| T 3.25.5 | | | | | |

| CAPITAL EXPENDITURE: SUPPLY CHAIN MANAGEMENT SERVICES | | | | | |
|---|--------|-------------------|--------------------|-------------------------------|---------------------|
| Capital projects | Year 0 | | | | |
| | Budget | Adjustment Budget | Actual Expenditure | Variance from Original Budget | Total Project Value |
| No capital projects were implemented during the year under review | | | | | |
| T 3.25.6 | | | | | |

COMMENT ON SUPPLY CHAIN MANAGEMENT SERVICES PERFORMANCE OVERALL

T 3.25.7

Chapter 4

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

INTRODUCTION

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTAL, TURNOVER AND VACANCIES

| Description | Year -1 | Employees | | | | |
|--|---------|--------------|-------------------|---------------------|--------------|-------------|
| | | Employees No | Approved Posts No | Year 0 Employees No | Vacancies No | Vacancies % |
| Managers | | 19 | 19 | 19 | 0 | 0% |
| Professionals | | 30 | 30 | 30 | 0 | 0% |
| Technicians and Trade Workers | | 38 | 38 | 38 | 0 | 0% |
| Community and Personal Service Workers | | 47 | 47 | 47 | 0 | 0% |
| Clerical and Administrative Workers | | 116 | 116 | 116 | 0 | 0% |
| Sales Workers | | 8 | 8 | 8 | 0 | 0% |
| Machine Operators and Drivers | | 150 | 150 | 150 | 0 | 0% |
| Elementary Workers | | 319 | 319 | 319 | 0 | 0% |
| Totals | | 727 | 727 | 727 | 0 | 0% |

T 4.1.1

| Vacancy Rate: Year 0 | | | |
|---------------------------------------|----------------------|--|---|
| Designation | Total Approved Posts | Vacancies (Total time that vacancies exists using fulltime equivalent) | Vacancies (as a proportion of total posts in each category) |
| Section 56 (excluding Finance Posts) | 3 | 1 | 33 |
| Management level 1 | 15 | 4 | 27 |
| Highly skilled supervision level 4-6 | 30 | 2 | 7 |
| Highly skilled supervision level 8-10 | 116 | 15 | 13 |
| Total | 164 | 22 | 13 |

T 4.1.2

| Turn Over Rate: Year 0 |
|---------------------------|
| Information not submitted |

T 4.1.3

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

T 4.2.0

4.2 POLICIES

| No | Name of Policy | Completed | Reviewed | Date adopted by council or comment on failure to adopt |
|---------|---|-----------|----------|--|
| 1 | Employment Equity Plan | Yes | Yes | 29/09/2012 |
| 2 | Employment Equity Policy | Yes | No | 30/05/2013 |
| 3 | Promotion, Demotion and Transfer Policy | Yes | Yes | 24/01/2013 |
| 4 | Staff Retention Policy | Yes | Yes | 29/11/2012 |
| T 4.2.1 | | | | |

COMMENT ON WORKFORCE POLICY DEVELOPMENT

T 4.2.1.1

4.3 INJURIES, SICKNESS AND SUSPENSIONS

| Type of injury | Injury leave taken Days | Employees using injury leave No | Proportion employees using sick leave % | Average injury leave per employee Days | Total estimated cost |
|--|----------------------------|------------------------------------|--|---|----------------------|
| Information could not be submitted as our system in previous financial year could not separate sick leave taken from sick leave taken due to injuries. It is for that reason that that it will be difficult to give a number of days as well as costs. | | | | | |
| T 4.3.1 | | | | | |

NUMBER OF DAYS AND COSTS OF SICK LEAVE (EXCLUDING INJURY ON DUTY)

| Type of injury | Injury Leave taken Days | Employees using injury leave No | Proportion employees using employee Days | Average injury leave per employee Days | Total estimated cost R'000 |
|--|----------------------------|------------------------------------|---|---|-------------------------------|
| Information could not be submitted as our system in previous financial year could not separate sick leave taken from sick leave taken due to injuries. It is for that reason that that it will be difficult to give a number of days as well as costs. | | | | | |
| T 4.3.2 | | | | | |

AVERAGE NUMBER OF DAYS SICK LEAVE (EXCLUDING IOD)

7 549 days

T 4.3.3

COMMENT ON INJURY AND SICK LEAVE

T 4.3.4

| Number and periods of suspensions | | | | |
|-----------------------------------|----------------------|--------------------|---|----------------|
| Positions | Nature of Misconduct | Date of Suspension | Details of Disciplinary Action taken or Status of Case and Reason why not Finalised | Date Finalised |
| | | | | |
| | | | | |
| | | | | |
| | | | | T 4.3.5 |

| |
|--|
| Disciplinary action taken on cases of Financial Misconduct |
| No information submitted |
| T 4.3.6 |

| |
|--|
| COMMENT ON SUSPENSIONS AND CASES OF FINANCIAL MISCONDUCT |
| No information submitted |
| T 4.3.7 |

4.4 PERFORMACE REWARDS

| |
|-------------------------------|
| PERFORMANCE REWARDS BY GENDER |
| No information submitted |
| T 4.4.1 |

| |
|--------------------------------|
| COMMENT ON PERFORMANCE REWARDS |
| No information submitted |
| T 4.4.1.1 |

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

| |
|--|
| INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT |
| T 4.5.0 |

4.5 SKILLS DEVELOPMENT AND TRAINING

| SKILLS MATRIX | | | | | | | | | | | | | | |
|--|--------|---------------------------------------|--------------|---------------------|---------------------|---|---------------------|---------------------|-------------------------|---------------------|---------------------|--------|---------------------|---------------------|
| Management level | Gender | Employee s in post as at 30 June 2013 | Learnerships | | | Skills programmes and other short courses | | | Other forms of training | | | Total | | |
| | | | No | Actual 30 June 2012 | Actual 30 June 2013 | Target | Actual 30 June 2012 | Actual 30 June 2013 | Target | Actual 30 June 2012 | Actual 30 June 2013 | Target | Actual 30 June 2012 | Actual 30 June 2013 |
| MM and S56 | Female | | | | | | | | | | | | | |
| | Male | 4 | | | | | | | | | | | | |
| Councillors, senior officials and managers | Female | 19 | | | | | 3 | | | | | | 3 | |
| | Male | 31 | | | | | 6 | | | | | | 6 | |
| Technicians and associate professionals | Female | 48 | | | | | 2 | | | | | | 2 | |
| | Male | 20 | | | | | 2 | | | | | | 2 | |
| Professionals | Female | 13 | | | | | 9 | | | | | | 9 | |
| | Male | 34 | | | | | 5 | | | | | | 5 | |
| Others | Female | 161 | 1 | | | | 30 | | | | | | 32 | |
| | Male | 432 | | | | | 21 | | | | | | 21 | |
| Total | | 762 | 1 | | | | 78 | | | | | | 80 | |

T 4.5.1

Financial Competency Development: Progress Report

| Description | Total number of officials employed by municipality (Regulation 14(4)(a) and (c)) | Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c)) | Consolidated: total of A and B | Consolidated: Competency assessments completed for A and B (regulation 14 (4)(b) and (d)) | Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14 (4)(f)) | Consolidated: Total number of officials that meet prescribed competency levels on Regulation 14 (4)(e) |
|---|--|--|--------------------------------|---|---|--|
| | A | B | | | | |
| Financial Officials | 6 | 0 | 6 | 6 | 0 | 6 |
| Accounting Officer | 1 | 0 | 1 | 1 | 1 | 1 |
| Chief Financial officer | 1 | 0 | 1 | 1 | 1 | 1 |
| Senior Managers | 4 | 0 | 4 | 4 | 4 | 4 |
| Any other Financial Officials | 1 | 0 | 1 | | | 1 |
| Supply Chain Management Officials | 2 | 0 | 2 | | | 1 |
| Heads of Supply Chain Management Unit | 0 | 0 | 0 | 0 | 0 | 01 |
| Supply Chain management Senior Managers | 1 | 0 | 1 | 1 | 1 | 1 |

T 4.5.2

SKILLS DEVELOPMENT EXPENDITURE

| Management Level | Gender | Employee as at the beginning of the financial year | Original Budget and Actual Expenditure on skills development Year 1 | | | | | | Total | |
|---|--------|--|---|--------|---|--------|-------------------------|--------|-----------------|--------|
| | | | Learnership | | Skills programmes and other short courses | | Other forms of training | | Original Budget | Actual |
| | | | Original Budget | Actual | Original Budget | Actual | Original Budget | Actual | | |
| Municipal Manager and S56 | Female | 1 | | | | | | | | |
| | Male | 4 | | | | | | | | |
| Legislators | Female | 13 | | | | | | | | |
| | Male | 22 | | | | | | | | |
| Managers | Female | 6 | | | | | | | | |
| | Male | 13 | | | | | | | | |
| Professionals | Female | 16 | | | | | | | | |
| | Male | 14 | | | | | | | | |
| Technicians and associate professionals | Female | 4 | | | | | | | | |
| | Male | 34 | | | | | | | | |
| Community and | Female | 13 | | | | | | | | |

| | | | | | | | | | | |
|-------------------------------------|---------------|------------|--|--|--|--|--|--|------------------|------------------|
| personal service workers | Male | 34 | | | | | | | | |
| Clerical and administrative workers | Female | 67 | | | | | | | | |
| | Male | 49 | | | | | | | | |
| Sales workers | Female | 6 | | | | | | | | |
| | Male | 2 | | | | | | | | |
| Machine operators and drivers | Female | 11 | | | | | | | | |
| | Male | 139 | | | | | | | | |
| Elementary occupation | Female | 77 | | | | | | | | |
| | Male | 242 | | | | | | | | |
| Sub total | Female | 213 | | | | | | | | |
| | Male | 549 | | | | | | | | |
| Total | | 762 | | | | | | | 2 872 704 | 2 121 770 |
| | | | | | | | | | | T 4.5.3 |

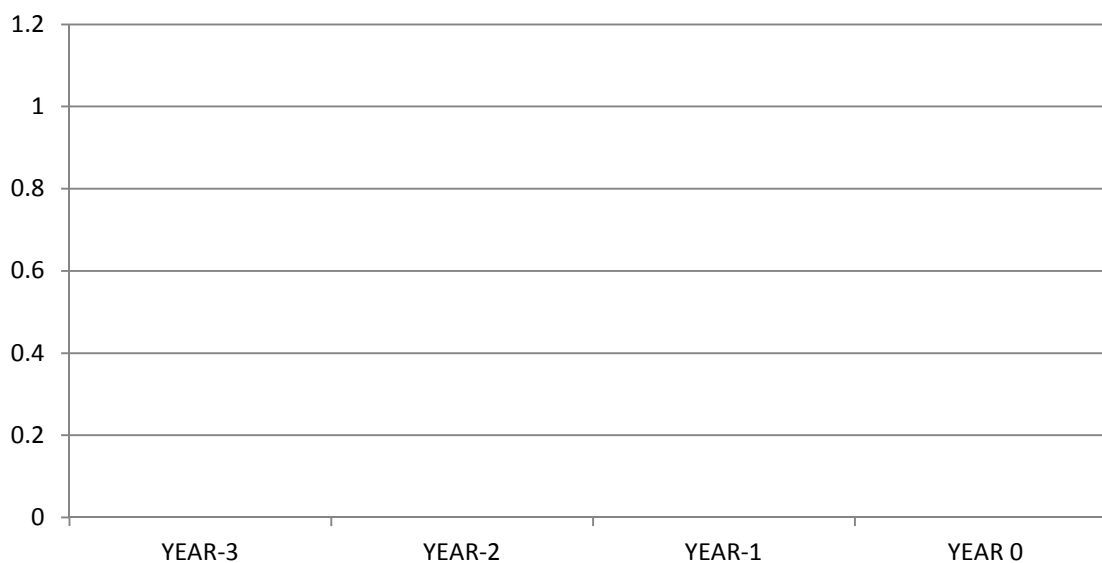
COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

INTRODUCTION TO THE WORKFORCE EXPENDITURE

T 4.6.0

4.6 EMPLOYEE EXPENDITURE

WORKFORCE EXPENDITURE TRENDS²



T 4.6.1

COMMENT ON WORKFORCE EXPENDITURE

T 4.6.1.1

NUMBER OF EMPLOYEES WHOSE SALARIES WERE INCREASED DUE TO THEIR POSITIONS BEING UPGRADED

No information submitted

T 4.6.2

NUMBER OF EMPLOYEES WHOSE SALARIES LEVELS EXCEED THE GRADE DETERMINED BY JOB EVALUATION

No information submitted

T 4.6.3

NUMBER OF EMPLOYEES APPOINTED TO POSTS NOT APPROVED

No information submitted

T 4.6.4

COMMENT ONUPGRADED POSTS AND THOSE THAT ARE AT VARIANCE WITH NORMAL PRACTICE

T 4.6.5

DISCLOSURES OF FINANCIAL INTERESTS

T 4.6.6

5.1 STATEMENT FINANCIAL PERFORMANCE BASED ON ACTUAL RECEIPTS AND PAYMENTS

| Description | Year 0 | | | | | | | | | | Year-1 | | | | |
|--|--------------------|--|----------------------|---------------------------------------|-----------------------------------|----------------------|----------------------|--------------------------|--------------|---------------------------------------|--|-----------------------------------|--|-------------------------|------------------------|
| | Original Budget | Budget Adjustments (i.t.o. s28 and 31 of MFMA) | Final Adjustments | Shifting of funds (i.t.o s31 of MFMA) | Virement (i.t.o Council Approval) | Final Budget | Actual Outcome | Unauthorised Expenditure | Variance | Actual Outcome as a % of Final Budget | Actual Outcome as a % of Original Budget | Reported unauthorised expenditure | Expenditure authorised in terms of s32 of MFMA | Balance to be recovered | Restated audit outcome |
| Financial Performance | | | | | | | | | | | | | | | |
| Income | | | | | | | | | | | | | | | |
| Property Rates | 24 337 000 | 32 463 000 | 32 463 000 | 8 126 000 | 0 | 32 463 000 | 35 380 960 | | 2% | 102% | 136% | | | | |
| Service charges | 107 020 000 | 105 542 000 | 105 542 000 | (1 478 000) | 0 | 105 542 000 | 101 730 333 | | -4% | 96% | 95% | | | | |
| Investment revenue | 1 785 000 | 1 601 000 | 1 601 000 | | 0 | 1 601 000 | 1 874 030 | | 17% | 117% | 105% | | | | |
| Transfers recognised-operational | 172 658 000 | 175 150 000 | 175 150 000 | 2 492 000 | 0 | 175 150 000 | 167 755 304 | | -4% | 96% | 97% | | | | |
| Other revenue | 34 022 000 | 50 643 000 | 50 643 000 | 16 621 000 | 0 | 50 643 000 | 7 257 442 | | -86 | 14% | 21% | | | | |
| Total revenue (excluding capital transfers and contributions) | 339 822 000 | 365 339 000 | 365 339 000 | 25 761 000 | 0 | 365 339 000 | 302 080 949 | | -17% | 83% | 89% | | | | |
| Expenditure | | | | | | | | | | | | | | | |
| Employee costs | 94 217 000 | 109 882 000 | 109 882 000 | 15 665 000 | 0 | 109 882 000 | 114 889 912 | 5 007 912 | -5% | 105 | 122% | | | | |
| Remuneration of councillors | 9 783 000 | 9 806 000 | 9 806 000 | 23 000 | 0 | 9 806 000 | 8 441 952 | | 14% | 86% | 86% | | | | |
| Debt impairment | 54 196 000 | 71 686 000 | 71 686 000 | 17 490 000 | 0 | 71 686 000 | 191 821 233 | 120 135 233 | -168% | 268% | 354% | | | | |
| Depreciation and Asset impairment | 23 726 000 | 118 215 000 | 118 215 000 | 94 489 000 | 0 | 118 215 000 | 4 539 448 | | 96 | 4% | 19% | | | | |
| Finance charges | 3 848 000 | 3 908 000 | 3 908 000 | 60 000 | 0 | 3 908 000 | 1 226 029 | | 69% | 31% | 32% | | | | |
| Material and bulk purchases | 49 771 000 | 50 174 000 | 50 174 000 | 403 000 | 0 | 50 174 000 | 57 946 166 | 7 772 166 | -15% | 115% | 116% | | | | |
| Transfer of grants | 26 738 000 | 31 765 000 | 31 765 000 | 5 027 000 | 0 | 31 765 000 | 4 959 443 | | 84% | 16% | 19% | | | | |
| Other Expenditure | 77 541 000 | 155 065 000 | 155 065 000 | 23 328 000 | 0 | 83 379 000 | 42 149 357 | | 49% | 51% | 54% | | | | |
| Total Expenditure | 339 820 000 | 478 815 000 | 478 815 000 | 138 995 000 | 0 | 478 815 000 | 425 973 540 | | 23% | 77% | 108% | | | | |
| Surplus/(Deficit) | 2 000 | (113 416 000) | (113 416 000) | (113 234 000) | 0 | (113 416 000) | (123 892 591) | 132 915 311 | -9% | 109% | 6 194 630% | | | | |
| Transfers recognised-capital | 78 757 000 | 77 157 000 | 77 157 000 | (1 600 000) | 0 | 77 157 000 | 87 529 004 | 10 372 004 | 13% | 113% | 111% | | | | |
| Contributions recognised | (78 757 000) | (77 157 000) | (77 157 000) | 1 600 000 | 0 | (77 157 000) | 0 | 0 | 0 | 0 | 0 | | | | |
| Surplus/(Deficit) after capital transfers and contributions | 2 000 | (113 234 000) | (113 234 000) | (113 234 000) | (113 234 000) | (113 234 000) | (36 363 587) | 143 287 315 | | | | | | | |
| Share of surplus/(deficit) of associate | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Surplus/(Deficit) for the year | 2 000 | (113 234 000) | (113 234 000) | (113 234 000) | (113 234 000) | (113 234 000) | (36 363 587) | 143 287 315 | 0.29% | 100% | 1 818 179% | | | | |
| Capital and funds source | | | | | | | | | | | | | | | |
| Capital Expenditure | | | | | | | | | | | | | | | |
| Transfers recognised-capital | 78 757 000 | 77 157 000 | 77 157 000 | (1 600 000) | 0 | 77 157 000 | 87 529 004 | | 13% | 113% | 111% | | | | |
| Public contribution and donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | |
| Borrowing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | |
| Internally generated | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | |
| Total source of capital funds | 78 757 000 | 77 157 000 | 77 157 000 | (1 600 000) | 0 | 77 157 000 | 87 529 004 | | 13% | 113% | 111% | | | | |

| Description | Year 0 | | | | | | | | | | | Year-1 | | | |
|-----------------------------------|-----------------|--|-------------------|---------------------------------------|-----------------------------------|--------------|----------------|--------------------------|----------|---------------------------------------|--|-----------------------------------|--|-------------------------|------------------------|
| | Original Budget | Budget Adjustments (i.t.o. s28 and 31 of MFMA) | Final Adjustments | Shifting of funds (i.t.o s31 of MFMA) | Virement (i.t.o Council Approval) | Final Budget | Actual Outcome | Unauthorised Expenditure | Variance | Actual Outcome as a % of Final Budget | Actual Outcome as a % of Original Budget | Reported unauthorised expenditure | Expenditure authorised in terms of s32 of MFMA | Balance to be recovered | Restated audit outcome |
| Cash flows | | | | | | | | | | | | | | | |
| Net cash from (used) operating | 77 266 000 | 85 734 000 | 85 734 000 | 8 468 000 | 0 | 85 734 000 | (34 427 063) | | -140% | 40% | -45% | | | | |
| Net cash from (used) investing | (78 753 000) | (82 148 000) | (82 148 000) | (3 395 000) | 0 | (82 148 000) | (87 529 004) | | 7% | 107% | 111% | | | | |
| Net cash from (used) financing | 0 | 1 466 000 | 1 466 000 | 0 | 0 | 1 466 000 | 0 | | 0% | 0% | 0% | | | | |
| Cash/Cash equivalents at year end | 5 305 000 | 11 843 000 | 11 843 000 | 6 538 000 | 0 | 11 843 000 | 20 624 079 | | 74% | 174% | 309% | | | | |

TS 1.1

STATEMENT FINANCIAL PERFORMANCE

| Description | Year 0 | | | | | | | | | | | Year-1 | | | |
|--|--------------------|--|----------------------|---------------------------------------|-----------------------------------|----------------------|----------------------|--------------------------|-------------|---------------------------------------|--|-----------------------------------|--|-------------------------|------------------------|
| | Original Budget | Budget Adjustments (i.t.o. s28 and 31 of MFMA) | Final Adjustments | Shifting of funds (i.t.o s31 of MFMA) | Virement (i.t.o Council Approval) | Final Budget | Recognised/Billed | Unauthorised Expenditure | Variance | Actual Outcome as a % of Final Budget | Actual Outcome as a % of Original Budget | Reported unauthorised expenditure | Expenditure authorised in terms of s32 of MFMA | Balance to be recovered | Restated audit outcome |
| Financial Performance | | | | | | | | | | | | | | | |
| Income | | | | | | | | | | | | | | | |
| Property Rates | 24 337 000 | 32 463 000 | 32 463 000 | 8 126 000 | 0 | 32 463 000 | 33 217 807 | | 2% | 102% | 136% | | | | |
| Service charges | 107 020 000 | 105 542 000 | 105 542 000 | (1 478 000) | 0 | 105 542 000 | 103 922 867 | | -2% | 98% | 97% | | | | |
| Investment revenue | 1 785 000 | 1 601 000 | 1 601 000 | 184 000 | 0 | 1 601 000 | 2 052 170 | | 28% | 128% | 115% | | | | |
| Transfers recognised-operational | 172 658 000 | 175 150 000 | 175 150 000 | 2 492 000 | 0 | 175 150 000 | 159 595 245 | | -9% | 91% | 92% | | | | |
| Other revenue | 34 022 000 | 50 643 000 | 50 643 000 | 16 621 000 | 0 | 50 643 000 | 44 476 218 | | -12% | 88% | 131% | | | | |
| Total revenue (excluding capital transfers and contributions) | 339 822 000 | 365 339 000 | 365 339 000 | 25 761 000 | 0 | 365 339 000 | 343 264 307 | | -6% | 94% | 101% | | | | |
| Expenditure | | | | | | | | | | | | | | | |
| Employee costs | 94 217 000 | 109 882 000 | 109 882 000 | 15 665 000 | 0 | 109 882 000 | 115 182 893 | 5 300 893 | -5% | 105% | 122% | | | | |
| Remuneration of councillors | 9 783 000 | 9 806 000 | 9 806 000 | 23 000 | 0 | 9 806 000 | 8 441 951 | | -14% | 86% | 86% | | | | |
| Debt impairment | 54 196 000 | 71 686 000 | 71 686 000 | 17 490 000 | 0 | 71 686 000 | 71 686 000 | | 0% | 100% | 132% | | | | |
| Depreciation and Asset impairment | 23 726 000 | 118 215 000 | 118 215 000 | 94 489 000 | 0 | 118 215 000 | 118 215 000 | | 0% | 100% | 498% | | | | |
| Finance charges | 3 848 000 | 3 908 000 | 3 908 000 | 60 000 | 0 | 3 908 000 | 1 226 029 | | -69% | 31% | 32% | | | | |
| Material and bulk purchases | 49 771 000 | 50 174 000 | 50 174 000 | 403 000 | 0 | 50 174 000 | 41 935 987 | | -16% | 84% | 84% | | | | |
| Transfer of grants | 26 738 000 | 31 765 000 | 31 765 000 | 5 027 000 | 0 | 31 765 000 | 7 918 574 | | -75% | 25% | 30% | | | | |
| Other Expenditure | 77 541 000 | 83 379 000 | 83 379 000 | 5 838 000 | 0 | 83 379 000 | 81 208 923 | | -3% | 97% | 105% | | | | |
| Total Expenditure | 339 820 000 | 478 815 000 | 478 815 000 | 138 995 000 | 0 | 478 815 000 | 445 815 357 | | 23% | 77% | 108% | | | | |
| Surplus /(Deficit) | 2 000 | (113 416 000) | (113 416 000) | (113 234 000) | 0 | (113 416 000) | (102 551 050) | 132 915 311 | -9% | 109% | 6 194 630% | | | | |
| Transfers recognised-capital | 78 757 000 | 77 157 000 | 77 157 000 | (1 600 000) | 0 | 77 157 000 | 87 529 004 | 10 372 004 | 13% | 113% | 111% | | | | |
| Contributions recognised | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | |
| Surplus/(Deficit) after capital transfers and contributions | 2 000 | (36 259 000) | (36 259 000) | (36 259 000) | 0 | (36 259 000) | (15 002 046) | | -59% | 41% | 751 102% | | | | |

| | | | | | | | | | | | | | | | |
|--|------------|--------------|--------------|--------------|---|--------------|--------------|------------|------|------|----------|--|--|--|--|
| Share of surplus/(deficit) of associate(| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | |
| Surplus/(Deficit) for the year | 2 000 | (36 259 000) | (36 259 000) | (36 259 000) | 0 | (36 259 000) | (15 002 046) | | -59% | 41% | 751 102% | | | | |
| Capital and funds source | | | | | | | | | | | | | | | |
| Capital Expenditure | | | | | | | | | | | | | | | |
| Transfers recognised-capital | 78 757 000 | 77 157 00 | 77 157 00 | (1 600 000) | 0 | 77 157 000 | 87 529 004 | 10 372 004 | 13% | 113% | 111% | | | | |
| Public contribution and donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | |
| Borrowing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | | |
| Internally generated | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | |
| Total source of capital funds | 78 757 000 | 77 157 00 | 77 157 00 | (1 600 000) | 0 | 77 157 000 | 87 529 004 | 10 372 004 | 13% | 113% | 111% | | | | |

The salary budget is not in line with the approved structure and the budget figures were not according to actual workforce numbers. This matter needs to be corrected as a matter of urgency so that spending can be within the budget.

The year under review capital allocation was R 76 379 000 of which R 3 800 000 was recognised as operation which is five percent of the total allocation for the year. The actual capital allocation was the R 72 579 000.

The 2011/2012 rollover which was approved in March 2013 was R 16 925 000 and this was then added to the R 72 579 000 which then increased the total capital allocation for the year to R 93 304 000. On the basis of the above the net cash (used) from investing is R 87 529 004, which leaves a rollover of R 5 774 996 into the next financial year; and of which approval is to be sought from National Treasury.

| Financial Performance of Operational Services | | | | | | |
|---|---------|-----------------|--------------------|--------|-----------------|--------------------|
| Description | Year -1 | Year 0 | | | Year 0 Variance | |
| Operating Costs | Actual | Original Budget | Adjustments Budget | Actual | Original Budget | Adjustments Budget |
| | | | | | | |

Grants

| Transfers and Grant Performance | | | | | | |
|--|-------------|-----------------|--------------------|--------------------|-----------------|--------------------|
| Description | Year -1 | Year 0 | | | Year 0 Variance | |
| Operating Transfers and Grants | Actual | Original Budget | Adjustments Budget | Actual | Original Budget | Adjustments Budget |
| Equitable Share | 147 875 000 | 165 468 000 | 165 468 000 | 157 668 000 | | -4.71% |
| Municipal Systems Improvement Grant | 790 000 | 800 000 | 800 000 | 800 000 | | 0% |
| Financial Management Grant | | 1 500 000 | 1 500 000 | 1 500 000 | | 0% |
| Municipal Infrastructure Grant | | 76 379 000 | 76 379 000 | 76 379 000 | | 0% |
| Regional Bulk Infrastructure Grant | | | 10 000 000 | 11 000 000 | | 10% |
| Accelerated Community Infrastructure programme | | | 3 750 000 | 3 750 000 | | 0% |
| Extended Public Works Programme | | | 1 090 000 | 1 090 000 | | 0% |
| Total Operating Transfers and Grants | | | 258 987 000 | 252 187 000 | | -2.62% |

| Details of Donor | Actual Grant year-1 | Actual Grant Year 0 | Year 0 Municipal Contribution | Date Grant terminates | Date Municipal Contribution terminates | Nature and benefit from the grant received, include description of any contribution in kind |
|------------------|---------------------|---------------------|-------------------------------|-----------------------|--|---|
| | | | | | | |
| | | | | | | |
| | | | | | | |

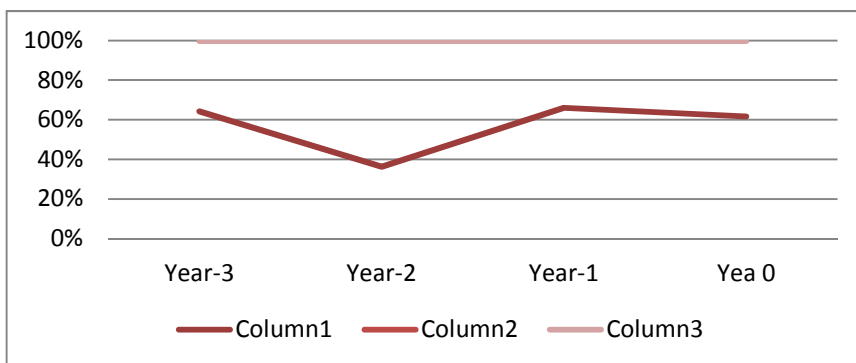
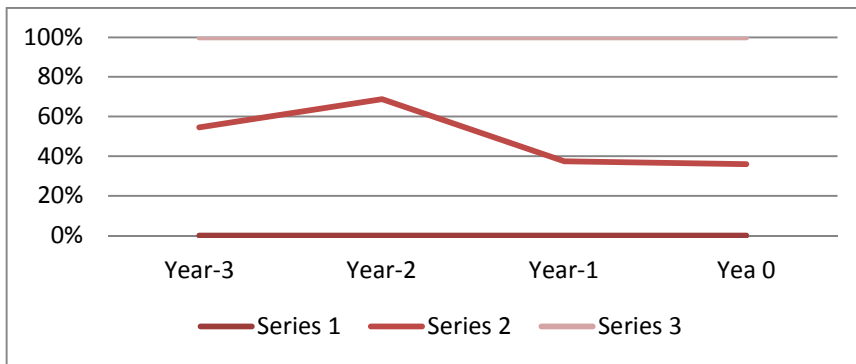
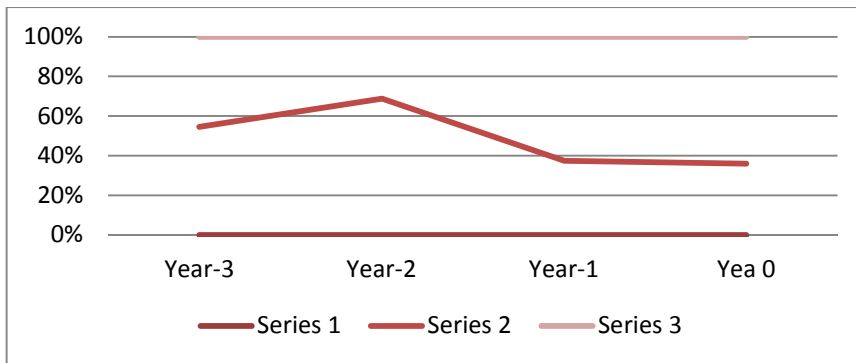
| TREATMENT OF THE THREE LARGEST ASSETS QCQUIRED YEAR 0 | | | | |
|---|---------|---------|---------|--------|
| Asset 1 | | | | |
| Name | | | | |
| Description | | | | |
| Asset Type | | | | |
| Key staff involved | | | | |
| Assets Value | Year -3 | Year -2 | Year -1 | Year 0 |
| Capital Implications | | | | |
| Future Purpose of Asset | | | | |
| Describe Key Issue | | | | |
| Policies in Place to Manage Asset | | | | |
| Asset 2 | | | | |
| Name | | | | |
| Description | | | | |
| Asset Type | | | | |
| Key staff involved | | | | |
| Assets Value | Year -3 | Year -2 | Year -1 | Year 0 |
| Capital Implications | | | | |
| Future Purpose of Asset | | | | |
| Describe Key Issue | | | | |
| Policies in Place to Manage Asset | | | | |
| Asset 3 | | | | |
| Name | | | | |
| Description | | | | |
| Asset Type | | | | |
| Key staff involved | | | | |
| Assets Value | Year -3 | Year -2 | Year -1 | Year 0 |
| Capital Implications | | | | |
| Future Purpose of Asset | | | | |
| Describe Key Issue | | | | |
| Policies in Place to Manage Asset | | | | |

| Repairs and maintenance Expenditure Year 0 | | | |
|--|-----------------|--------------------|-----------------|
| | Original Budget | Adjustments Budget | Budget Variance |
| Repairs and Maintenance Expenditure | | | |

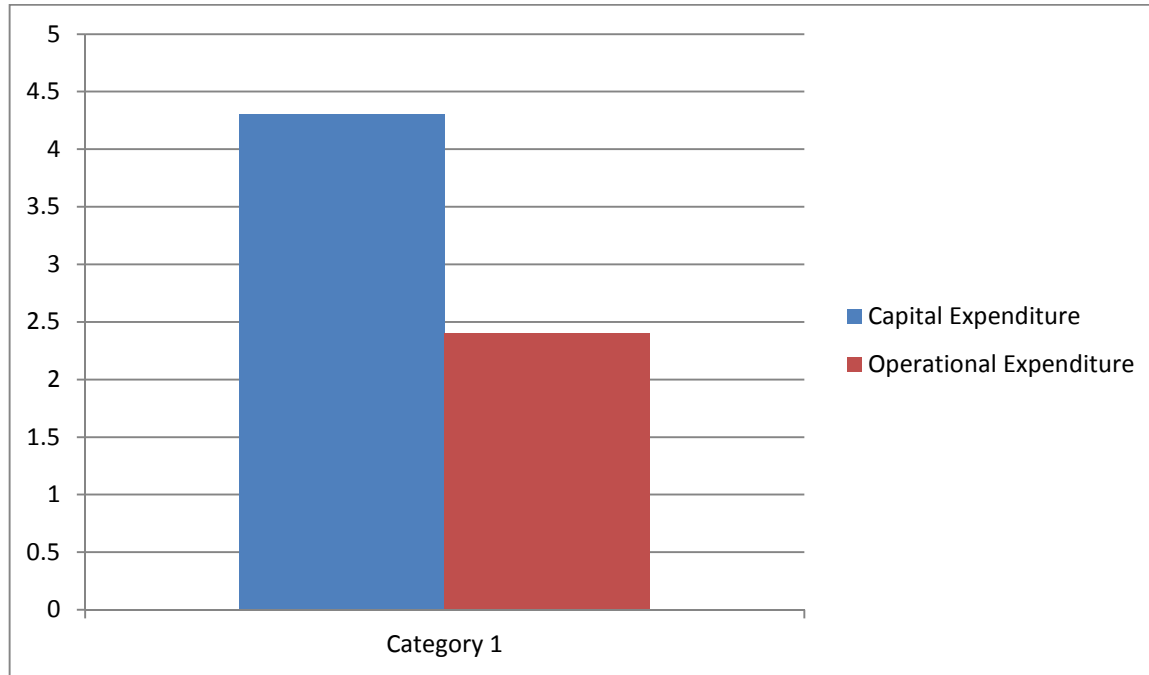
T5.3.4

Financial ratios based on Key Performance Indicators

Liquidity Ratio



Capital Expenditure



Source of Finance

| Capital Expenditure-Funding Sources: Year -1 to Year 0 | | | | | | |
|--|--------|-----------------|--------------------|--------|---------------------------|-----------------------|
| Details | Year-1 | Year 0 | | | | |
| | Actual | Original budget | Adjustments Budget | Actual | Adjustment to OB Variance | Actual to OB Variance |
| Source of finance | | | | | | |
| External Loans | | | | | | |
| Public contributions and donations | | | | | | |
| Grants and subsidies | | | | | | |
| Other | | | | | | |
| Total | | | | | | |
| Percentage of finance | | | | | | |
| External Loans | | | | | | |
| Public contributions and donations | | | | | | |
| Grants and subsidies | | | | | | |
| Other | | | | | | |
| Total | | | | | | |
| Capital Expenditure | | | | | | |
| Water | | | | | | |
| Electricity | | | | | | |
| Sanitation | | | | | | |
| Refuse removal | | | | | | |
| Roads and stormwater | | | | | | |
| Housing | | | | | | |
| Other | | | | | | |
| Total | | | | | | |
| Percentage of Expenditure | | | | | | |
| Water | | | | | | |
| Electricity | | | | | | |
| Sanitation | | | | | | |
| Refuse removal | | | | | | |
| Roads and stormwater | | | | | | |
| Housing | | | | | | |
| Other | | | | | | |
| Total | | | | | | |

Capital Spending of 5 largest projects

| Capital Expenditure of 5 largest projects | | | | | |
|---|-----------------|-------------------|--------------------|--------------------------|----------------------|
| Name of project | Current: Year 0 | | | Variance: Current Year 0 | |
| | Original Budget | Adjustment Budget | Actual Expenditure | Original Variance | Adjustments Variance |
| A | | | | | |
| B | | | | | |
| C | | | | | |
| D | | | | | |
| E | | | | | |
| Projects with the highest capital expenditure in Year 0 | | | | | |

| | |
|------------------------------|--|
| A | |
| Objective of project | |
| Delays | |
| Future Challenges | |
| Anticipated citizen benefits | |
| B | |
| Objective of project | |
| Delays | |
| Future Challenges | |
| Anticipated citizen benefits | |
| C | |
| Objective of project | |
| Delays | |
| Future Challenges | |
| Anticipated citizen benefits | |
| D | |
| Objective of project | |
| Delays | |
| Future Challenges | |
| Anticipated citizen benefits | |
| E | |
| Objective of project | |
| Delays | |
| Future Challenges | |
| Anticipated citizen benefits | |

Basic Service and Infrastructure Backlogs-Overview

| Service Backlogs as at 30 June Year 0: Households | | | | |
|---|---------------------------------------|--------------|---------------------------------------|--------------|
| | Service level above minimum standards | | Service level below minimum standards | |
| | Number of Households | % Households | Number of Households | % Households |
| Water | | | | |
| Sanitation | | | | |
| Electricity | | | | |
| Waste Management | | | | |
| Housing | | | | |

T 5.8.2

| Municipal Infrastructure Grant Expenditure Year 0 on Service Backlogs | | | | | | |
|---|--------|---------------------|--------|-----------------|-------------------|-----------------------------------|
| Details | Budget | Adjustment s Budget | Actual | Variance | | Major conditions applied by donor |
| | | | | Original Budget | Adjustment Budget | |
| Road Transport | | | | | | |
| Roads, pavement and bridges | | | | | | |
| Storm water | | | | | | |
| Electricity | | | | | | |
| Generation | | | | | | |
| Transmission and Reticulation | | | | | | |
| Street lighting | | | | | | |
| Water | | | | | | |
| Dams and Reservoirs | | | | | | |
| Water purification | | | | | | |
| Reticulation | | | | | | |
| Sanitation | | | | | | |
| Reticulation | | | | | | |
| Sewerage purification | | | | | | |
| Waste Management | | | | | | |
| Waste Management | | | | | | |
| Other | | | | | | |
| Specify | | | | | | |

T 5.8.3

Cash Flow

| Description | Cash Flow Outcomes | | | |
|---|--------------------|-----------------|-------------------|--------|
| | Year 1 | Current Year 0 | | |
| | Audited Outcome | Original Budget | Adjustment Budget | Actual |
| Cash Flow from operating activities | | | | |
| Receipts | | | | |
| Rate payers and others | | | | |
| Government-operating | | | | |
| Government-capital | | | | |
| Interests | | | | |
| Dividends | | | | |
| Payments | | | | |
| Suppliers and employees | | | | |
| Finance charges | | | | |
| Transfers and Grants | | | | |
| Net cash from (used) operating activities | | | | |
| Cash flow from investing activities | | | | |
| Receipts | | | | |
| Proceed on disposal of PPE | | | | |
| Decrease/(Increase) in non-recurrent debtors | | | | |
| Decrease/(Increase) other non-recurrent receivables | | | | |
| Decrease/(increase) in consumer deposits | | | | |
| Payments | | | | |

| | | | | |
|--|--|--|--|--|
| Payment of borrowing | | | | |
| Net Cash from (used) financing activities | | | | |
| Net increase/(decrease) in cash held | | | | |
| Cash/cash equivalents at the year begin | | | | |
| Cash/cash equivalent at the year end | | | | |

T 5.9.1

| Actual Borrowings: Year-2 to Year 0 | | | |
|--|--------|--------|--------|
| Instrument | Year-2 | Year-1 | Year 0 |
| Municipality | | | |
| Long term loans (annuity/reducing balance) | | | |
| Long term loan (non-annuity) | | | |
| Local registered stock | | | |
| Instalment credit | | | |
| Financial leases | | | |
| PPP liabilities | | | |
| Finance Granted by Cap Equipment Supplier | | | |
| Marketable Bonds | | | |
| Non-Marketable Bonds | | | |
| Bankers Acceptance | | | |
| Financial Derivatives | | | |
| Other Securities | | | |
| Municipality Total | | | |
| Municipal Entities | | | |
| Long term loans (annuity/reducing balance) | | | |
| Long term loan (non-annuity) | | | |
| Local registered stock | | | |
| Instalment credit | | | |
| Financial leases | | | |
| PPP liabilities | | | |
| Finance Granted by Cap Equipment Supplier | | | |
| Marketable Bonds | | | |
| Non-Marketable Bonds | | | |
| Bankers Acceptance | | | |
| Financial Derivatives | | | |
| Other Securities | | | |
| Entities Total | | | |

T 5.10.2

| Municipal and Entity Investments | | | |
|--|---------------|---------------|---------------|
| Instrument | Year-2 | Year-1 | Year 0 |
| Municipality | Actual | Actual | Actual |
| Securities-National Government | | | |
| Listed Corporate Bonds | | | |
| Deposit-Banks | | | |
| Deposit-public investment Commissioners | | | |
| Deposit-Corporation for Public Deposit | | | |
| Bankers acceptance certificate | | | |
| Negotiable certificates of Deposit-Banks | | | |
| Guaranteed Endowment Policies (sinking) | | | |
| Repurchase Agreements-Banks | | | |
| Municipal Bonds | | | |
| Other | | | |
| Municipality Sub-Total | | | |
| Securities-National Government | | | |
| Listed Corporate Bonds | | | |
| Deposit-Banks | | | |
| Deposit-public investment Commissioners | | | |
| Deposit-Corporation for Public Deposit | | | |
| Bankers acceptance certificate | | | |
| Negotiable certificates of Deposit-Banks | | | |
| Guaranteed Endowment Policies (sinking) | | | |
| Repurchase Agreements-Banks | | | |
| Municipal Bonds | | | |
| Other | | | |
| Entities Sub-Total | | | |
| Consolidated Total | | | |

T 5.10.4

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