

ANNUAL REPORT

2016 – 2017



MANGAUNG METROPOLITAN MUNICIPALITY

PREPARED BY OFFICE OF THE CITY MANAGER
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CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: EXECUTIVE MAYOR’S FOREWORD

The August 3, 2016 local government elections ushered in a new dispensation for the Mangaung Metropolitan Municipality following an earlier redefinition of the borders of the metro by the Municipal Demarcations Board to incorporate Soutpan/Ikgomotseng (formerly part of Masilonyana Municipality) and Naledi Municipality into Mangaung Metro. These elections also ushered in the 5th dispensation of local government and consequently, the fifth Council of our city under this dispensation.

As the leading municipality in the province, these developments have further spurred the city to double its efforts amidst added complexities that followed the incorporation of these two localities. With the city having registered lately relative growth and development both in service delivery and infrastructural development, the uptake of these two regions have been smoother and more successful, despite increased household and population numbers.

The City continues to make significant strides in extending access to water and sanitation services to its people. It also continues to facilitate wider access to housing and social housing opportunities. As a caring city, our poor and vulnerable continue to enjoy a basket of Free Basic Services (FBS), efficient environmental health and emergency services and have access to upgraded social amenities. Regarding roads infrastructure the City is on course in resurfacing roads, rehabilitation of roads, upgrading of storm-water canals, catch pits and pedestrian paving and upgrading of electricity service infrastructure (bulk and reticulation network). For the current political term Council listed the following as its 8 development priorities which are:

- 1) Poverty eradication, rural and economic development and job creation;
- 2) Financial sustainability e.g. revenue enhancement, clean audit;
- 3) Spatial development and the built environment;
- 4) Eradication of bucket system, VIP toilets in Botshabelo, Mangaung and Thaba Nchu, focus on the basics, building solar farming, power plant feasibility, safety & security;
- 5) Human Settlement;
- 6) Public Transport;
- 7) Environmental Management and Climate change; and
- 8) Social and community services.

The City has been able to issue about 2206 of **(2500)**¹ title deeds and 1081 of **(2500)** has been transferred to its citizens in the financial year 2016/17 and upgraded seven (7) informal settlements. Other key projects include:


- 5257 additional water meter were installed against the set annual target of **(5000)** to reduce non-revenue water;

¹ The figures in braces () is the set annual performance target.

- 61.8% of formal erven have access to water services against the set annual performance target of **(95%)** was exceeded.
- Upgraded 5277 VIP and Bucket toilets against the set annual target of **(2300)** into waterborne sanitation and thus restored dignity to the citizens of the city;
- 249 735 of **(208 294)** households have access to weekly waste removal services;
- Upgraded and maintained two land-fill sites;
- 11.046km of **(11km)** on road tarred and paved;
- 28.08km of **(16km)** on road rehabilitated and resurfaced;
- 548 of **(426)** households identified for connection have access to electricity services;
- 30 of **(30)** high mast lights have been erected and 21 of these have been commissioned;
- 495 of **(3000)** household have been provided with Permission to occupy (PTO);
- 14 of **(45)** Hawking stalls were developed at Botshabelo CBD to support Small Medium and Micro Enterprises (SMMEs);
- 1.2km of **(1.2km)** of Maphisa road completed and this represent Phase 1 of the Integrated Public Transport Network (IPTN);
- Providing of an effective library services;
- Providing of an effective municipal health services;
- 15 of **(25)** CCTV cameras installed;
- 14 of **(15)** street trading operations conducted; and
- Effective fire, emergency and disaster management services;

In the light of the foregoing, during the 2017/18 financial year, our City will focus firmly deficiencies and identify programmes that on which the City appears to be under performing; seeking to accelerate service delivery, job creation, rural development, provision of decent human settlement, recreational facilities and correcting the imbalances of the past while tackling to strengthen the financial position of the city.

Together let us build a City that is “**globally safe and attractive to live, work and invest in**”.



.....
Cllr S.M Mlamfeli
Executive Mayor

COMPONENT B: EXECUTIVE SUMMARY

1.1 MUNICIPAL MANAGER'S OVERVIEW

During the financial year under review with the development of the new electoral term, the city has remained focused on its developmental objective and strategic goals to facilitate a conducive living environment for the communities, financial sustainability for the city, organisational wellbeing and effective and reliable service delivery.

As the city we always aim to achieve our vision and mission as outlined in our organisational blue print. The Municipality has shown in many ways that is capable of withstanding the pressure and being able to deliver on its target and mandate as required by law and requested by its communities through the leadership. As the Executive Mayor has demonstrated, the City is delivering in its key performance areas (KPIs) and reaching targets. Although some of the target are not fully being reached the city will put in place corrective actions to deal with the affected performance areas in the following Financial Year.

The ability for the City to realise the challenges and deal with them appropriately means that a better life for the communities and economically stable municipality is within reach.

The city is going to put more effort on the following objectives to see them being realised in the ensuing financial year of 2017/18:

- Accelerate the completion of the township establishment around the city
- Foster intergovernmental partnership for the implementation of the Gariep pipeline to ensure reliable water supply from source.
- Finalisation of the impact study on the development and relocation of the Zoo to Kwaggafontein;
- Finalisation of the Thaba Nchu regional park;
- Accelerate rural development and reduce poverty;
- Accelerate the formalisation of informal settlements;
- Fast-track the Acquisition of land to enhance the development goals of the city;
- Strengthen Good Governance; and
- Enhancement of the Information Communication Technology

We would like to take the opportunity to thank, the Executive mayor, Deputy Executive Mayor, Mayoral Committee Members, Councillors for their continued support and leadership in the City. To all officials in MMM who put hard work and pride to their work and enabling the municipality to achieve and recognise its goals thank you. We also thank our local citizens sincerely for your continued support as you continue to pay for your municipal services.

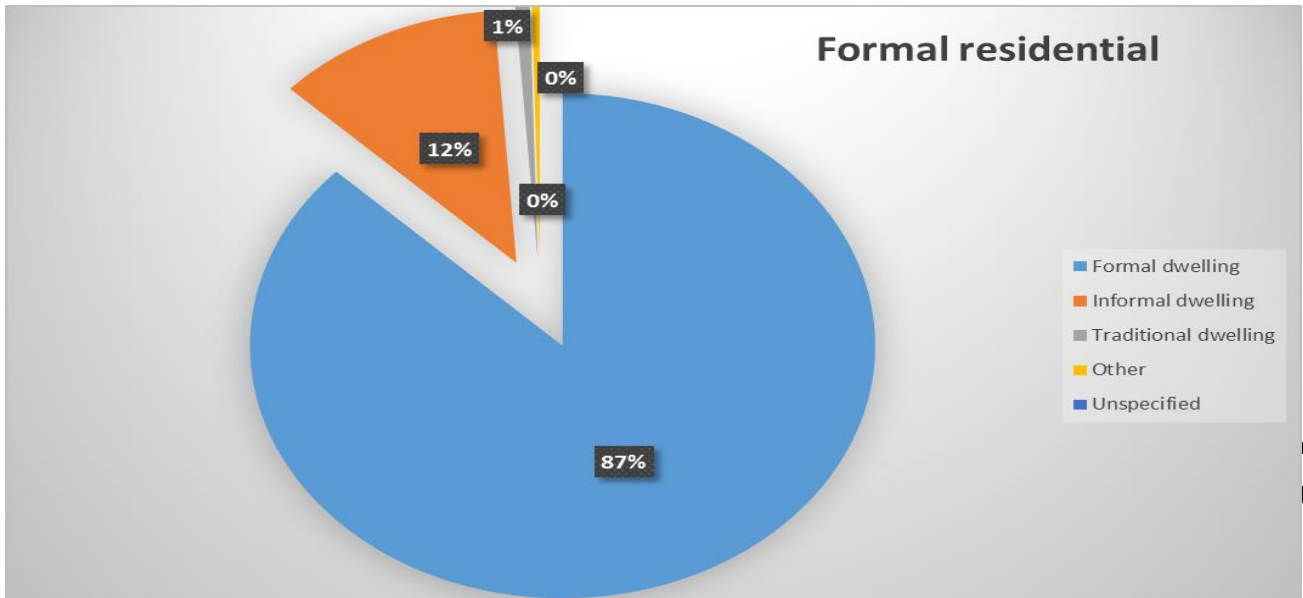


Adv. Tankiso Mea
City Manager

1.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

According to Community survey by end of June 2016, Mangaung has a population of 787 929.

Figure 1.1 FORMAL AND INFORMAL DWELLINGS IN MANGAUNG



1.2.1 SOCIO ECONOMIC STATUS

Although there is a significant shift in the unemployment rate in Mangaung it remains very high as the table below indicates. The biggest gap is with women and youth particularly black females. This in essence means that as a municipality we must increase our efforts in relation to creation of employment opportunities through amongst others; the EPWP initiatives and other skill development initiatives.

BELOW ARE TABLES RELATED TO SOCIO ECONOMIC STATUS OF THE MMM:

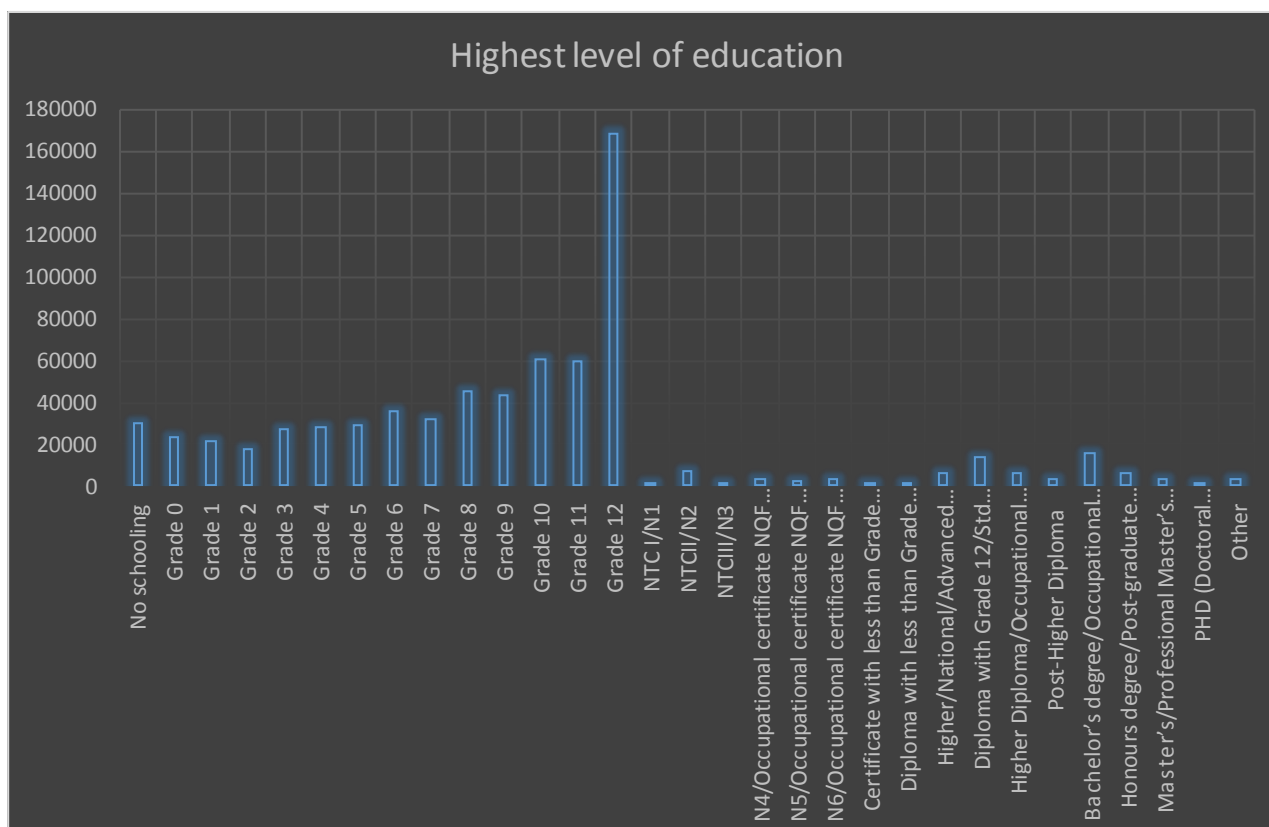
There are more employed people in Mangaung than those who are unemployed from the economically active groups, the challenge is that most people are employed in low skilled jobs because of amongst other things, their levels of education as the table below will demonstrate that about 38.0% of the labour force of Mangaung has completed some secondary and 28.2% have completed matric and only 12.7% has post matric qualifications.

Table 1.1: SOCIO ECONOMIC STATUS

Socio Economic Status						
Year	Housing Backlog as proportion of current demand	Unemployment Rate (Narrow definition)	Employed / Population Ratio (Absorption)	Labour Force Participation Rate	Poverty Head Count	Intensity of Poverty
2016/17	31149	28.8%	47,3%	66.3%	5%	41.1%

Source: Community Survey 2016 & Quarterly Labour Force Survey and Stats SA.

Figure: 1.2: Proportion of the population by level of education attained



Source: Stats SA, Community Survey 2016

According to figure 1.2 in 2016 as demonstrated above, School attendance and access to primary, secondary education has been on the rise, however we still need to have more enrolment at the tertiary level. Whilst this is a good development, it provides immediate challenge to the municipality and government generally to expedite interventions aimed at absorbing and retaining the skills that are provided by these developments.

Table 1.2: NATURAL RESOURCES

MAJOR NATURAL RESOURCE	RELEVANCE TO COMMUNITY
Water	Provision of water is very essential to any community
Vast Agricultural land	Given the high unemployment rate, communities still have access to land for agricultural activities
Sunshine	Solar power
Naval Hill	Being developed as a tourist attraction

1.2.2 KEY CHALLENGES AND OPPORTUNITIES FOR THE CITY

1.2.2.1 FINANCE

The City has committed itself to ensuring prudent financial management and fiscal discipline through developing and reviewing internal controls; establishing various oversight committees and improving capacity within financial management. Credit control measure will be ratchet up to improve financial liquidity position of the City.

Long term issuer rating was revised from A3 in April 2015 to Ba1 in May 2016 and Ba2 in June 2017 due to South Africa's national rating scale.

The City will have to focus on implementing the Revenue Enhancement strategy, cost containment measures and improve efficiency to avoid wastages.

1.2.2.2 HUMAN SETTLEMENTS

Like most South African municipalities, Mangaung Metro has the characteristic of a segregated and fragmented city. Bloemfontein is the economic bellwether upon which Botshabelo and Thaba-Nchu, Soutpan/Ikgomotseng (former part of Masilonyana) and Dewetsdorp, Wepener and Van Stadensrus (former Naledi regions) depend. The city has developed in a binary manner with much investment in the northern areas, growing speedily towards the western part of the City, whereas the south-eastern part has been characterised by low-income and low density government subsidised settlements. These characteristic evinces apartheid spatial planning. In an endeavour to overcome this and foster integration, the Metro has determined that a development corridor be initiated along the N8 connecting the six regions.

The community Survey 2016 indicate that the housing backlog in the City stood at 31 149. The demand was mainly found in the affordable (GAP) and rental market. The attendant pressures of urbanisation, migration, population increase and declining economic performance of all factors of production collectively places strenuous demands on the services government (inclusive of municipalities) provide.

Among instruments to address its housing backlog, has been the acquisition by the Mangaung Metro of Eight (8) strategic land parcels for the implementation of mixed use development to create integrated human settlements. Such an instrument upon which the Metro has predicated its approach is the strategy consisting of a combination of *retail, recreational, residential, and industrial* and *community facilities*. Collectively, these developments will entail various housing typologies and provide wide tenure options to beneficiaries, such as ownership, rent, and rent-to-buy as well as mortgage loan options within the same geographic space.

1.2.2.3 SOCIAL SERVICES

The City continues to provide effective social services such as fire, emergency and library services, HIV/ AIDS awareness. However, the Department should deal with the following challenges:

- The completion of phase 3 of the Regional park in Thaba Nchu – Selosesha
- Erecting of a new perimeter fence at Naval Hill nature Reserve
- Upgrading of a Regional Cemetery in Botshabelo
- Establishing the metro police and obtaining assignment in relation to ambulance services are still persistent challenges facing the City.

1.3 SERVICE DELIVERY OVERVIEW

The city has been able to deliver 2206 title deeds which are issued and 1081 has been transferred to its citizens in the financial year 2016/17 and upgraded seven (7) informal settlements. The following encouraging strides were registered in 2016/2017 FY:

- 5257 of **(5000)**² additional water meter were installed to reduce non-revenue water;
- 61.8% of formal erven have access to water services against the set annual target of **(95%)** ervens was exceeded.
- Upgraded 5277 of **(2300)** VIP and Bucket toilets into waterborne sanitation and thus restored dignity to the citizens of the city;
- 249 735 of **(208 294)** households have access to weekly waste removal services;
- Upgraded and maintained two land-fill sites;
- 11.046km of **(11km)** on road tarred and paved;
- 28.08km of **(16km)** on road rehabilitated and resurfaced;
- 548 of **(426)** households identified for connection have access to electricity services;
- 30 of **(30)** high mast lights have been erected and 21 of these have been commissioned;
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- 14 of **(45)** Hawking stalls were developed at Botshabelo CBD to support Small Medium and Micro Enterprises (SMMEs);
- 1.2km of **(1.2km)** at Maphisa road completed and this represented Phase 1 of the Integrated Public Transport Network (IPTN);
- Providing of an effective library services;
- Providing of an effective municipal health services;
- 15 of **(25)** CCTV cameras installed;
- 14 of **(15)** street trading operations conducted; and
- Effective fire, emergency and disaster management services;

1.4 FINANCIAL HEALTH OVERVIEW

The City has attained a 97% collection rate. The city is gaining strides in implementing revenue enhancement through the strict implementation of credit control measures. The City has attained a CAPEX performance of 91.96% which is 3.34% shy of set annual target of 95%.

The City has obtained qualified audit opinion and anticipate to improve such outcome in the following financial year. The City has attained cost coverage of 0.38 months that is 2.62 months below the set annual performance target of >3 months

² The figures in braces () is the set annual performance target

CHAPTER 2 – GOVERNANCE

INTRODUCTION

Municipalities in South Africa are governed by Municipal Councils. Mangaung Council is therefore the governing body of the Mangaung Metropolitan Municipality and the custodian of its powers, duties and functions, both legislative and administrative. Essentially, the Council performs a legislative and executive role. The Constitution of the Republic of South Africa, 1996, Chapter 7, Section 160 (1) defines the role of the Council as being:

- (making) decisions concerning the exercise of all the powers and the performance of all the functions of the municipality;
- (electing) its chairperson;
- (electing) an executive committee and other committees, subject to national legislation;
- (Employing) personnel that are necessary for the effective performance of its functions.

Municipal Council comprises the governing and the decision making body of the Municipality whilst municipal officials and staff focus on implementation. Council determines the direction for the municipality by setting the course and allocating the necessary resources. Council establishes the policies, and municipal staff ensures that those policies are implemented. Decisions made at Council or Committees levels are often the result of a lot of research, consultation and advice from staff, residents, business people, and interested parties. Often there are competing interests and financial constraints that must be considered.

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

2.1 POLITICAL GOVERNANCE

The Mangaung Metropolitan Municipality is governed by a council led by an Executive Mayor. All major policy and administrative decisions are presented, resolved and implemented after the approval of Council. The political system in the municipality is functioning well in that all major committees and participatory organs in the Metro are fully functional. There is a functional audit committee that periodically provide advice to Council. There is a Municipal Public Accounts Committee (MPAC) that continues to interrogate municipal performance and thus assist the municipality to act in the manner that assist service delivery. The annual report is publicised for scrutiny and comment of the public as well.

2.1.1 POLITICAL STRUCTURE OF MMM

- 1) Executive Mayor: Councillor Sarah M Mlamleli
- 2) Deputy Executive Mayor: Councillor Lebohang A Masoetsa
- 3) Speaker: Councillor Mxolisi A Siyonzana
- 4) Chief Whip: Councillor Zolile E Mangcotywa

Table 2.1: MEMBERS OF THE MAYORAL COMMITTEE

Members of the Mayoral Committee	Responsible Councillor
SMME and Rural Development	Clr Khakhane Vuyelwa
Community and Social Services	Clr Mahase Mpolokeng
Transport & Public Safety	Clr Monyakoane Patrick
Human Settlement	Clr Morake Molefi
Spatial Planning and Land Use Management	Clr Nkhabu Mafa
Rural Development	Clr Nothnagel Jeanine
Environmental Management	Clr Pongolo Xolo
Corporate Services	Clr Ratsiu Ntenne
Finance, IDP and Performance Management	Clr Titi-Odili Lulama
Chairperson: Rules Committee	Clr Mothibi-Nkoane Mapaseka
Chairperson: Motions and Petitions	Clr Nkoe Matekane
Chairperson: Remunerations and Benefits Committee	Clr Shounyana Motshidisi
Chairperson: MPAC	Clr Thipenyane Gladys
Chairperson: Geographical and Street Naming Committee	Clr Tladi Motshewa

The Mangaung Council is constituted by 100 elected public representatives of which 50 are ward representatives and 50 represent their political parties on a proportional basis. The parties in Council are illustrated in the table below.

Table 2.2: POLITICAL PARTIES REPRESENTED IN THE COUNCIL

Political Parties in Council	Total Seats	Ward Seats	PR Seats
African National Congress	58	37	21
Democratic Alliance	27	12	15
Economic Freedom Fighters	9	-	9
African Independent Congress	2	-	2
Freedom Front Plus	2	-	2
Agency for New Agenda	1	-	1
Congress of the People	1	-	1

Table 2.3: THE GOVERNANCE STRUCTURE OF MANGAUNG METROPOLITAN MUNICIPALITY

Structure	Responsible for	Oversight Over	Accountable to
Council	Approve policies and budget	Executive Mayor, Mayoral Committee and Audit Committee	Community
Executive Mayor	Policies, budget, outcomes, management and oversight over City Manager	City Manager	Council
City Manager	Outputs and implementation	The administration	Executive Mayor
CFO & EMT	Outputs and implementation	Financial management and operational functions	City Manager

POLITICAL DECISION MAKING

A routing system of matters reserved referred to the Council is followed, namely:

Reports are initiated by the Heads of Departments and submitted to the Corporate Secretariat Sub-Directorate. The reports are covered with a yellow cover page, numbered, headed and registered in the Council Item Register Book to indicate that the reports have been entered as an item into the system. The items are sent to the City Manager for scrutiny. The City Manager engages with the reports, indicates under comments whether the reports are recommended for consideration to the Executive Mayor, signs it and the items are then forwarded to the Executive Mayor for political engagement. The Executive Mayor then under comments on the yellow cover page indicates whether he approves the items, whether the items should be served on an agenda of the relevant Section 80 Committee meeting or whether the items should go to Council, signs the yellow form and sent it back to the Corporate Secretariat Sub-Directorate. The items with the yellow cover page, now fully completed with all the necessary comments and signatures, are then included in the agenda of the next ordinary/special agenda of the Mayoral Committee where all the approved items be placed on the agenda of the Council to serve before the Council for final approval.

Items on the agenda of the ordinary meetings of the Mayoral Committee and the Council are categorized as follows, namely:

- Section A - Items for Consideration
- Section B - Items in terms of Delegated Power
- Section C - Items for Information

Once the Council has decided on a report, it is then a resolution of the Council. The City Manager executes the decision/resolution taken by the Council by issuing execution letters to the relevant Departments.

2.2 ADMINISTRATIVE GOVERNANCE

The administration is headed by the City Manager as the Chief Accounting Officer. The day-to-day management of the Municipality is done by staff under the direction of the City Manager and Heads of Departments. The City Manager and Heads of Departments have broad and general management responsibilities, such as ensuring that staff is kept abreast on Council's direction, and identifying gaps in service delivery. Together with Council they must monitor progress on set goals and priorities.

TOP ADMINISTRATIVE STRUCTURE

The administration is made up of the following Departments headed by members of the Executive Management Team:

Departments	HOD Responsible
City Manager	Adv. Tankiso Mea
Corporate Services	Me. Mpatliseng Ramaema
Finance	Mr Ernest Mohlahlo
Engineering service	Mr Mlondolozu Ndlovu
Fleet and Solid Waste	Mr Sello More
Social Services	Mr Mzingisi Nkungwana
Planning	Mr Bheki Mthembu
Human Settlement	Me Jupiter Phaladi
Economic and Rural Development	Mr Teboho Maine
CEO: Centlec (entity)	Mr Andries Mgoqi
Deputy Executive Director: Organisational Planning and Performance Management	Mr Kadimo Masekoane
Acting Deputy Executive Director: Operations	Mr Bennet Comakae

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.3 INTERGOVERNMENTAL RELATIONS IN THE CITY

The City participates in Intergovernmental Forum at national and provincial level. The municipality participates actively in the Premier Co-ordinating Forum (PCF) and the Member of Executive Council and Local Government (MECLOGA) to raise challenges facing the municipality with other municipalities, provincial government departments and South African Local Government Association (SALGA) Free State Provincial Chapter. Further the city is a member of the Forum of Heads of Departments (FOHOD) in the province.

At national level, the municipality participates in Human Settlements and Cooperative Governance and Traditional Affairs MINMECs which are platforms to provide progress in implementing the Urban Settlement Development Grant (USDG) as well as Back to Basics programme and tease out the impact and outcomes thereof.

The benefit of participating in these structures is highlighted in opportunities to be harnessed by the municipality in fostering strategic partnerships with government departments.

RELATIONSHIP WITH MUNICIPAL ENTITIES

The municipality has established a municipal entity Centlec to provide electricity services to its citizen and manage and maintain public lightning on the behalf of the City. The decisions of Centlec, are taken by a duly constituted Board of Directors and through the business plan and Sale of Business agreement the entity account to the City through the Executive Mayor and the designated stakeholder representative.

COMPONENT C: OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

As provided for in Legislation the municipality convened a series of meetings using a ward clustering system to involve communities to participate actively in the unfolding planning, monitoring and budgeting processes.

The Municipal Systems Act (MSA) states that the IDP must include a vision for the long-term development of the municipality and development priorities, which must be aligned with national and/or provincial sectoral plans and planning requirements. In terms of the Municipal System act (MSA) and Municipal Finance Management Act (MFMA), the Municipality has been reviewing its Integrated Development Plan and the organizational scorecard on an annual basis whilst on the other hand compiling the Service Delivery and Budget Implementation Plans for each year.

Annual reports address the performance of the Municipality against its performance measures as outlined in the SDBIP. The SDBIP primarily captures annual delivery agenda of the municipality as spelt out in the Integrated Development Plan and the budget. In sync with the deeply entrenched culture of public participation, the setting of the delivery for the period under review was highly participatory. The participation in the IDP as well as the budget encompassed involvement in the planning for the development and budget allocation including implementation of programmes and projects that require community involvement for them to be sustainable and have the lasting impact.

2.4 PUBLIC MEETINGS

The Mangaung Metropolitan Municipality consult with the public throughout the financial year on IDP and tariffs including annual reports and by laws, The Municipality has 50 wards, because of the vast nature of our Municipality we cluster wards to be able to reach a wider audience as possible and consult with our public from November to April during the course of the Financial Year on the revised tariffs and IDP priorities. The Municipality publishes its public meetings in local newspapers and radio stations and also on municipal website.

The following is a list of documents published and made available to the public yearly:

- The annual and adjustments budgets and all budget-related documents;
- All budget related policies
- The Annual Report
- All Performance Agreements required in terms of section 56 of the Municipal Systems Act
- All Service Delivery Agreements
- All Municipal Tenders
- All Weekly Quotations of the Municipality
- All quarterly reports tabled in the council in terms of section 52 (d)
- All Vacancies of the Municipality
- Information about Tourism and Places of interest in Mangaung
- Contact Information for all Directorates and Sub-Directorates
- The Integrated Development Plan (IDP)
- The Service Delivery and Budget Implementation Plan (SDBIP)
- Spatial Development Framework (SDF); and
- Council Resolutions

WARD COMMITTEES

Ward committees in the Metro serve as an interface between the community and the municipality. They pick up day to day service delivery issues in wards and through the ward councillor they advance those issues for council attention. Ward committees are a single most important institutional arrangement to ensure efficient and result based participatory system

Table 2.4: PUBLIC MEETINGS

Public meetings					
Nature and purpose of the meeting	Dates of event	No of participating councillors	No of participating Municipal councillors	Number of community members attending	Dates and manner of feedback given to community
IDP and budget consultative meetings SDF and the Sectoral Plans are discussed	Nov to April	All ward councillors of the clusters involved	All ward councillors of the clusters involved, the deputy mayor and the Speaker	Numbers vary from cluster to cluster	Feedback is provided during the second round of the consultations normally in March
Annual report	Feb to March	All councillors	All councillors	Numbers vary from cluster to cluster	Feedback is provided during the second round of the consultations normally in March

Public meetings					
Nature and purpose of the meeting	Dates of event	No of participating councillors	No of participating Municipal councillors	Number of community members attending	Dates and manner of feedback given to community
By laws	As and when they are up for public consumption	Councillors affected	Councillors affected and the relevant MMC	Numbers vary from cluster to cluster	Feedback provided after consultations have been finalised and council has resolved
Tariffs	Nov to April	All ward councillors of the clusters involved	Councillors affected and the relevant MMC	Numbers vary from cluster to cluster	Feedback is provided during the second round of the consultations normally in March

Public engagements in the city provide opportunities for the public to contribute, interrogate and engage municipal priorities. Furthermore, the municipality organise feedback sessions to report back on what communities have been reflecting and how the municipality is responding. The IDP of the municipality also has a section that addresses issues raised by communities and municipal responses.

2.5 IDP PARTICIPATION AND ALIGNMENT

Table 2.5: IDP AND ALIGNMENT

IDP Participation and alignment criteria	Yes/no
Does the municipality have impact, outcome, input, output indicators	Yes
Does the IDP have priorities, objectives, KPI's development strategies?	Yes
Does the IDP have multiyear targets?	Yes
Are the above aligned and can they calculate to a score	Yes
Does the budget align directly to the KPI in the strategic plan?	Yes
Does the IDP KPI align to section 56 managers?	Yes
Do the IDP KPI lead to functional area KPI as per SDBIP	Yes
Were the indicators communicated to the public	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

COMPONENT D: CORPORATIVE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

2.6. Risk Management

The Municipal Finance Management Act (MFMA), Act 56 of 2003 stipulates that the municipality must maintain an effective, efficient, transparent and accountable system of Risk Management.

The Risk Management Framework, March 2015 as developed by the South African Local Government Association instructs response to the requirements of the Public Finance Management Act (PFMA), Act 1 of 1999 and Municipal Finance Management Act, Act 56 of 2003 for the municipalities to implement and maintain effective, efficient and appropriate systems of risk management and control.

The municipality resolved after review that the risks that were identified during the 2015/16 financial year remained the same and relevant for the 2016/2017 financial year, we acknowledged twelve strategic risks were related to the strategic objectives. Hence, the risks were all rated and an action plan was developed to mitigate these risks. However, the strategic risk development progress was then compiled for 2016/17.

- 1) High level of poverty and unemployment in the City;
- 2) Threatened sustainability and financial viability of the City;
- 3) Lack of Spatial integration and built environment;
- 4) Inadequate service delivery;
- 5) Housing backlogs;
- 6) Ineffective public transport system;
- 7) Climate change and environmental degradation;
- 8) Threatened sustainability of social and community services;
- 9) Protest unrest
- 10) Fraud and corruption;
- 11) Inadequate Information Technology and Communication
- 12) Lack of good governance

The following are challenges in implementing Risk Management:

1. Budget constraints
2. Aligning risk management with overall business strategy
3. Defining risk
4. Skills shortage (Moratorium)
5. Lack of innovation

2.7 ANTI FRAUD AND CORRUPTION

The municipality has Fraud Prevention Plan that outlines the municipality's approach to curtailing the likelihood of fraud occurring, its prevention as well as the early detection thereof.

Anti-Fraud and Corruption Unit investigated *7 reported allegations of fraud and corruption incidences Completed and 10 Reported allegations of fraud and corruption incidents are been finalized..* Depending on the outcome of the investigation other cases are further referred to South African Police Services, HAWKS and the South African Revenue Services (SARS),etc

The municipality has established an Audit Committee that is periodically reviewing and advising on internal controls of the municipality. The Audit Committee is administratively supported by the Internal Audit Unit.

Table 2.6: MEETINGS OF THE AUDIT COMMITTEE

Meeting Number	Date
01-2016/17-45	30 August 2016
02-2016/17-46	10 November 2016
03-2016/17-47	25 February 2017
04-2016/17-48	2 June 2017
05-2016/17-49	30 June 2017

The municipality also has a functional Internal Audit Unit. This Unit is working in collaboration with both the Risk and Anti-Fraud Units to strengthen municipality's efforts to manage risks and combat fraud and corruption.

2.8 MUNICIPAL WEBSITE: CONTENT AND CURRENCY OF MATERIAL

Table 2.7: MUNICIPAL WEBSITE: CONTENT AND CURRENCY OF MATERIAL

Please see the Live Website with all the Details & History available at www.mangaung.co.za

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	YES	<ul style="list-style-type: none"> 17 March 2017 – MMM Adjustment Budget for 2016/17 – http://www.mangaung.co.za/wp-content/uploads/2017/03/Adjustment-Budget-2016-2017-v2-Signed.pdf 25 February 2017 – Mid-Year Budget and Performance Assessment – Six months Report for the Period ended 31 December 2016 – http://www.mangaung.co.za/wp-content/uploads/2017/02/MFMA-Mid-Year-Budget-

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
		and-Performance-Assessment-Report-July-December-2016.pdf <ul style="list-style-type: none"> • 8 March 2016 – Adjustment Budget for 2015/16 – http://www.mangaung.co.za/wp-content/uploads/2016/03/Adjustment-Budget-2015-2016.pdf
All current budget-related policies	YES	<ul style="list-style-type: none"> • 15 June 2016 – http://www.mangaung.co.za/wp-content/uploads/2016/06/June-2016-Approved-Policies-with-Budget.zip
The previous annual report (2014/2015)	YES	<ul style="list-style-type: none"> • 3 February 2016 – http://www.mangaung.co.za/wp-content/uploads/2016/02/Mangaung-Annual-Report-2014-15-EDITED-V13-Numbered.pdf
The annual report (Year 2015/2016) published	YES	<ul style="list-style-type: none"> • 17 February 2017 – http://www.mangaung.co.za/wp-content/uploads/2017/02/MMM-Annual-Report-2015-2016-17-Feb-2017.pdf
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 2016/2017) and resulting scorecards	NO	
All service delivery agreements (Year 2016/2017)	NO	
All long-term borrowing contracts (Year 2016/2017)	NO	
All supply chain management contracts above a prescribed value (give value) for Year 2016/2017	YES	<p>Awarded Formal Quotations (R 30 001.00 – R 200 000.00) & Awarded Formal BIDS (above R 200 000) for the Period during July 2016 till June 2017</p> <ul style="list-style-type: none"> • 09 June 2017 • 10 May 2017 • 13 April 2017 • 24 March 2017 • 03 February 2017 • 11 November 2016 • 26 September 2016 • 19 August 2016 • 29 June 2016 <p>http://www.mangaung.co.za/category/awarded-bids-tenders-quotations/</p>
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 2016/2017	NO	
Contracts agreed in 2016/2017 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	NO	

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Public-private partnership agreements referred to in section 120 made in 2016/2017	NO	
All monthly reports tabled in the council in terms of section 71 during 2016/2017	YES	<ul style="list-style-type: none"> • 04 September 2017 - MFMA Mangaung In Year Report June 2017 • 28 June 2017 - MFMA Mangaung In Year Report May 2017 • 28 June 2017 - MFMA Mangaung In Year Report April 2017 • 21 April 2017 - MFMA Mangaung In Year Report March 2017 • 10 April 2017 - Municipal Public Accounts Committee (MPAC) Oversight Report 2015/16 • 17 March 2017 - MFMA Mangaung In Year Report February 2017 • 28 February 2017 - Mid-Year Budget and Performance Assessment – Six months Report for the Period ended 31 Dec 2016 • 23 February 2017 - MFMA Mangaung In Year Report January 2017 • 20 January 2017 - MFMA Mangaung In Year Report December 2016 • 19 December 2016 - MFMA Mangaung In Year Report November 2016 • 15 December 2016 - MFMA Quarterly In Year Report for July, August & September 2016 • 22 November 2016 - MFMA Mangaung In Year Report October 2016 • 20 October 2016 - MFMA Mangaung In Year Report September 2016 • 16 September 2016 - MFMA Mangaung In Year Report August 2016 • 19 August 2016 - MFMA Mangaung In Year Report July 2016 • 21 July 2016 - MFMA Mangaung In Year Report June 2016 <p>http://www.mangaung.co.za/category/mfma-reports/</p>

WEBSITE VISITOR TRAFFIC AND USAGE STATISTICS - WWW.MANGAUNG.CO.ZA

It may be noted that over half a **TERABYTE (565 GB)** of information have been transferred through the Mangaung Internet Website during this reported 180 day period (Jan 2017 – June 2017).

Hits	
Total Hits	4272602
Average Hits per Day	23605.536
Average Hits per Visitor	10.905
Visitors	

Total Visitors	391800
Average Visitors per Day	2164.641
Average Time Spent (min:sec)	7:41
Total Unique IPs	138981
Resource Accessed	
Total Page Views	1777020
Average Page Views per Day	9817.790
Average Page Views per Visitor	4.536
Total File Downloads	489728
Average File Downloads per Day	2705.680
Average File Downloads per Visitor	1.250
Bandwidth	
Total Data Transferred	565.602 GB
Average Data Transferred per Day	3.125 GB
Average Data Transferred per Hit	138.809 KB
Average Data Transferred per Visitor	1.478 MB

CHAPTER 3 - SERVICE DELIVERY PERFORMANCE

INTRODUCTION

For the year under review the City continues to make significant strides in extending access to water and sanitation services, facilitated access to housing and social housing opportunities, implemented a number of projects to support Small Medium and Micro Enterprises (SMME); ensured that indigent households had access to Free Basic Water, Electricity, Sanitation and Refuse removal services and promoted development through prompt processing of development applications, provided efficient environmental health and emergency services and rehabilitated social amenities. Effective maintenance of assets was carried out that included resurfacing roads, rehabilitation of roads, storm-water canals, catch pits and pedestrian paving and the upgrading of electricity service infrastructure (network and streetlights)

The City has through its municipal entity; CENTLEC has ensured that all formal households have access to electricity services.

COMPONENT A: BASIC SERVICES

3.1 WATER PROVISION

Table 3.1: WATER SERVICE DELIVERY LEVEL

	Households	Percentages
Water: (above min level)		
Piped (tap) water inside dwelling/institution		
Piped (tap) water inside yard		
Piped (tap) water on community stand: distance less than 200m from dwelling/institution		
<i>Minimum Service Level And Above sub-total</i>	261 815	98.6%
Water: (below min level)		

	Households	Percentages
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	0	0%
Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling /institution	0	0%
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	0	0%
No access to piped (tap) water		
<i>Below Minimum Service Level And Above sub-total</i>	3 645	1.4%
Total	265 460	100%

Table 3.2: HOUSEHOLDS-WATER SERVICE DELIVERY LEVELS BELOW THE MINIMUM

Households-Water Service Delivery Levels below the minimum	
	2016/17
Formal and informal residential	3 645
Total households	3 645
Proportion of households below minimum service level	1.4%

Table 3.3: WATER AND SANITATION SERVICE POLICY OBJECTIVES TAKEN FROM IDP

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
Eradicate water backlog	Formal domestic customers receiving water services	% of formal erven with access to functioning basic water supply	Completion certificate	98.1% of formal erven with access to functioning basic water supply	95% of formal erven with access to functioning basic water supply	61.8% of formal erven with access to functioning basic water supply	-33.2% of formal erven with access to functioning basic water supply	Accelerate work
	Ensure that there is reliable water supply from source	100% implementation of feasibility study on Gariiep Dam to Bloemfontein pipeline	Completion certificates	Not Achieved	Intergovernmental agreement signed to implement the projects; 100% of project money leveraged	Not Achieved	-45% of BFS -100% of project money leveraged	Accelerate work in the new FY
	Reduction of non-revenue water	Number of meters installed	Completion Certificates	9 676 of meters installed	5000 of meters installed	5257of meters installed	+257 of meters installed	
		Amount of water saved	Mega litres of water saved	1.38 Mega litres of water saved	5ml/day of water saved	1.32 Mega litres of water saved	-3.68ml/day of water saved	Accelerate the implementation of water conservation and demand management

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
								programme
		Number of valves replaced/installed	Completion certificates	2 334 of valves replaced/installed	400 valves replaced /installed	66 of valves replaced/installed	-334 of valves replaced/installed	Accelerate the implementation of water conservation and demand management programme
		Number of SCADA and Telemetry systems installed	Completion certificates	New Project	32 SCADA and Telemetry systems installed	Not Achieved	- 32 SCADA and Telemetry systems installed	Accelerate the implementation of water conservation and demand management programme
		100% implementation of phase 1 Maselspoort water recycling outfall pipeline	Completion certificates	New Project	15km of outfall pipeline developed	Not Achieved	-15km of outfall pipeline developed	Accelerate the implementation of water conservation and demand management programme
Eradication of bucket system and VIP toilets	Backlog in the provision of basic sanitation	Number of households with access to decent	Completion certificates	4065 households with access to decent sanitation	2300 households with access to decent sanitation	5277 households with access to decent	+2977 households with access to	No Action Required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
	services (above RDP standards) Provide formal stands with waterborne sanitation to eradicate VIP and pit toilets	sanitation				sanitation	decent sanitation	
Provide formal stands with waterborne sanitation to eradicate VIP and Pit toilets	Addition to sterkwater wwtw phase 3	Percentage expansion of the capacity of wwtw	Completion certificates	New Project	100% implementation of phase 3 (25 ml per day) of sterkwater	35% implementation of phase 3 (25 ml per day) of sterkwater	-65% implementation of phase 3 (25 ml per day) of sterkwater	Accelerate work in the new FY
	North Eastern WWTW phase 2	Percentage expansion of the capacity of wwtw	Completion certificates	1.1 km outfall sewer constructed	100% implementation of phase 2 of NE WWTW	70% implementation of phase 2 of NE WWTW	-30% implementation of phase 2 of NE WWTW	Accelerate work in the new FY
	Refurbishment of bloempruit wwtw	Percentage expansion of the capacity of wwtw	Completion certificates	21.50% construction of 6 digesters	100% Refurbishment of Bloempruit WWTW	72% Refurbishment of Bloempruit WWTW	-28% Refurbishment of Bloempruit WWTW	Secure funding for the project to be implemented

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
	Extension botshabelo wwtw	Percentage expansion of the capacity of wwtw	Completion certificates	Not Achieved	100% completion of Phase 1 of the extension of botsh WWTW	75% completion of Design for Phase 1 of the extension of Botshabelo WWTW	-25% completion of Design for Phase 1 of the extension of Botshabelo WWTW	The designs will be completed once the new position of WWTW is finalized
	Extension Thaba Nchu WWTW (seloseshu)	Percentage expansion of the capacity of WWTW	Collection schedule	100% completion of Phase 1	100% completion phase 1 of the extension of Thaba Nchu WWTW	25% completion phase 1 of the extension of Thaba Nchu WWTW	-75% completion phase 1 of the extension of Thaba Nchu WWTW	Accelerate work in the new FY

Table 3.4: EMPLOYEES: WATER AND SANITATION

Employees: Water & Sanitation					
Job Level	Year -1	Year 2016/17			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	4	15	8	7	46%
4 – 6	17	81	13	68	83%
7 – 9	31	124	28	96	77%
10 – 12	117	257	73	184	71%
13 – 15	38	714	475	239	33%
16 – 18	475				
Total	682	1191	597	594	

Table 3.5: FINANCIAL PERFORMANCE WATER SERVICES

Financial Performance: Water Services					
R'000					
Details	30/06/2016	30/06/2017			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	-724,220,325	(926 113 572)	(1 038 334 195)	(1 019 524 814)	(18 809 381)
Expenditure:					
Employees	93,515,672	89 951 717	104 399 269	96 616 619	7 782 650
Repairs and Maintenance	149,401,315	85 164 797	100 665 741	121 731 106	(21 065 365)
Other	679,295,875	637 148 529	676 147 585	781 126 614	(104 979 029)
Total Operational Expenditure	922,212,862	812 265 043	881 212 595	999 474 339	(118 261 744)
Net Operational Expenditure	197,992,537	(113 848 529)	(157 121 600)	(20 050 475)	(137 071 125)

Table 3.6: CAPITAL EXPENDITURE: WATER SERVICES

Capital Projects	Year 2016/2017			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Total All	R 275 689 002,00	R 298 084 974,00	R 246 964 146,49	R 51 120 827,51
GARIEP DAM WATER SUPPLY	R 20 000 000,00	R 27 061 235,00	R 26 703 905,80	R 357 329,20
REFURBISHMENT OF WATER SUPPLY SYSTEMS	R 36 000 000,00	R 77 862 913,00	R 76 171 166,11	R 1 691 746,89
MASELSPOORT WTW REFURBISHMENT	R 38 138 380,00	R 28 138 380,00	R -	R 28 138 380,00
MASELSPOORT WTW REFURBISHMENT	R 67 316 692,00	R 7 556 299,00	R 6 912 470,09	R 643 828,91
REPLACE WATER METERS AND FIRE HYDRANTS	R 20 000 000,00	R 23 000 000,00	R 22 717 069,14	R 282 930,86

3.2 WASTE WATER (SANITATION)

The municipality has ensured that additional 4092 additional have access to sanitation services for the period under review. According to Community Survey 2016 the city has **193 558** households with improved sanitation. Therefore 197 650 household had access to basic sanitation for the year under review. There are still however 67 600 households with below minimum service level.

Table 3.7: SANITATION DELIVERY LEVELS

SANITATION SERVICE DELIVERY LEVELS	2016/17	
	Households	Percentages
Sanitation/sewerage: (above min level)		
Flush toilet (connected to sewerage system)		
Flush toilet (with septic tank)	0	0
Chemical toilet	0	0

SANITATION SERVICE DELIVERY LEVELS	2016/17	
	Households	Percentages
Minimum Service Level And Above sub-total	197 650	75%
<i>Sanitation/sewerage: (below min level)</i>		
Pit toilet with ventilation (VIP)	67 600	25%
Pit toilet without ventilation		
Bucket toilet		
None		
Other		
Below Minimum Service Level And Above sub-total	67 600	25%
Total	265 250	100%

Table 3.8: HOUSEHOLDS – SANITATION SERVICE LEVELS BELOW THE MINIMUM

	2016/17
Formal and informal residential	197 650
Total households	197 650
Households below minimum service levels	71 692
Proportion of households below minimum service level	67 600

Table 3.9: FINANCIAL PERFORMANCE SANITATION SERVICES

R'000					
Details	30/06/2016	30/06/2017			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	-346,064,495	(337 863 333)	(330 619 523)	(320 761 258)	(9 858 265)
Expenditure:					
Employees	81,084,084	90 353 947	85 058 986	77 863 472	7 195 514
Repairs and Maintenance	71,722,269	36 631 096	41 131 096	24 615 694	16 515 402
Other	122,087,171	164 093 875	161 593 875	115 708 389	45 885 486
Total Operational Expenditure	274,893,524	291 078 918	287 783 957	218 187 555	69 596 402
Net Operational Expenditure	-71,170,971	(46 784 415)	(42 835 566)	(102 573 703)	59 738 137

Table 3.10: CAPITAL EXPENDITURE SANITATION SERVICES

Capital Projects	Year 2016/2017			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Total All	R 437 097 360,00	R 460 646 633,00	R 457 887 632,09	R 2 759 000,91
NORTH EASTERN WWTW PHASE 2	R 24 748 920,00	R 33 038 920,00	R 21 025 765,83	R 12 013 154,17
ADDITION TO STERKWATER WWTW PHASE 3	R 27 183 240,00	R 49 225 514,00	R 30 591 441,43	R 18 634 072,57
BASIC SANITATION AND INTERNAL BULK SERVI	R 0,00	R 6 351 491,00	R 5 585 570,73	R 765 920,27

3.3 WASTE MANAGEMENT

217 711 households access to weekly waste removal services, whilst rural areas, farms, small holdings and some informal areas do not have access to the service due to, amongst others, accessibility and distance. Some informal settlements already receive a weekly door to door refuse collection service. Illegal dumping is rampant as a result of the aforementioned.

The revision of the 2011 Integrated Waste Management Plan (IWMP) was also completed in the year under review. Currently solid waste disposal at landfill is the most common form of solid waste management in Mangaung and two external audits and one internal audit were performed as part of the permit conditions for

these landfills. The municipality has been selected and participating in a 'Waste Management Flagship Programme' which is an initiative of the National Department of Environmental Affairs (DEA) in conjunction with the German Federal Enterprise for International Cooperation (GIZ). This project will assist the municipality to put the IWMP into practice as it is aimed at the development of a strategy and project preparation for the diversion of solid waste away from landfills and GHG emission mitigation. Three buy-back centres (one in each region) have been donated to the municipality by the Department of Environmental Affairs during the reporting period. About 249 735 households had access to a weekly door to door refuse removal in the report period although due to vehicle challenges these households often experienced a service backlog which would be cleared within 7 days from the scheduled collection day. 15 515 of these households were serviced by the SMMEs. More than 62.5% of informal settlements also had access to refuse removal and some of these had access to the weekly service.

Table 3.11: SOLID WASTE SERVICE DELIVERY LEVELS

Solid Waste Service Delivery Levels	2016/17	
	Households	Percentages
Solid Waste Removal: (minimum level)		
Removed by local authority/private company at least once a week		
Minimum Service Level And Above sub-total	249 735	94.1%
Solid Waste Removal: (below minimum level)		
Removed by local authority/private company less often		
Communal refuse dump		
Own refuse dump		
No rubbish disposal		
Other		
Below Minimum Service Level And Above sub-total	15 515	5.9%
Total	265 250	100%

Table 3.12: HOUSEHOLDS – SOLID WASTE SERVICES DELIVERY LEVELS

Households-Solid Waste Services Delivery Levels below the minimum	2016/17
Formal residential	249 735
Total households	265 250
Households below minimum service levels	15 515
Proportion of households below minimum service level	5.1%
Informal residential	31149
Total households	265 250
Households below minimum service levels	15 515
Proportion of households below minimum service level	5.1%

Table 3.13: WASTE MANAGEMENT SERVICES POLICY OBJECTIVES TAKEN FROM IDP

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
Accelerate waste removal	Provide households with weekly kerb-side waste removal services in formal areas	No. of households with weekly kerb-side waste removal services in formal areas	Weekly collection reports	211 465 households with weekly kerbside waste removal service	208 294 households with weekly kerb-side waste removal services in formal areas	249 735 households with weekly kerb-side waste removal services in formal areas	+41 486	None
	Informal settlement dwellings with access to refuse removal	Number of informal settlements with access to refuse removal	Weekly collection reports	80% informal settlements have access to refuse removal	95% of informal settlements have access to refuse removal	62.5% of informal settlements have access to refuse removal	-32.5%	Accelerate Work
Ensure waste is managed in an integrated manner	Permitted Landfill sites comply with legislation	100% completed designs for waste drop-off areas Mangaung	Completed designs	New project	100% completed designs for waste drop off areas	Not Achieved	-100% completed designs for waste drop off areas	Project deferred to outer years
		No of permitted landfill sites maintained and upgraded	Monthly progress reports	2 permitted landfill sites upgraded and maintained	3 permitted landfill sites upgraded and maintained	2 Landfill sites (Northern and Southern have been maintained and upgraded.	Botshabelo landfill site is behind implementation schedule	Procurement processes to be expedited in the new FY

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
		Number of weighbridge developed	Completion certificate	Not Achieved	2 weighbridge installed at Thaba Nchu Transfer station	Not achieved	-2 weighbridge installed at Thaba Nchu Transfer station	To finalise the SCM process in the 2017/18 FY
	Promote reuse, recycling and recovery of waste	Tonnage of waste diverted from the landfill sites	Tons of waste diverted from the landfills	New Project	240 tons of recyclable waste diverted from landfill sites for reuse, recycling or recovery	11 348 tons of recyclable waste diverted from landfill sites for reuse, recycling or recovery	+11 108 tons of recyclable waste diverted from landfill sites for reuse, recycling or recovery	N/A

Table 3.14: EMPLOYEES: SOLID WASTE MANAGEMENT SERVICES

Employees: Solid Waste Management Services					
Job Level	Year -1 (2015/16)	Employees: Solid Waste Management Services			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
No.	No.	No.	No.	%	
0 - 3	2	6	3	3	50%
4 - 6	13	8	3	5	62.5%
7 - 9	15	9	2	7	77%
10 - 12	84	125	24	101	80%
13 - 15	72	580	434	146	25%
16 - 18	920				
Total	1 106	728	466	262	

Table 3.15: FINANCIAL PERFORMANCE: SOLID WASTE MANAGEMENT SERVICE

Financial Performance: Solid Waste Management Services					
R'000					
Details	30/06/2016	30/06/2017			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	-236,035,760	(271 486 769)	(255 228 021)	(261 032 908)	5 804 887
Expenditure:					
Employees	128,243,822	185 985 095	194 569 594	172 925 299	21 644 295
Repairs and Maintenance	1,841,884	65 342 698	71 139 070	65 727 290	5 411 780
Other	66,251,318	67 261 201	61 464 829	53 012 674	8 452 155
Total Operational Expenditure	196,337,024	318 588 994	327 173 493	291 665 263	35 508 230
Net Operational Expenditure	-39,698,736	47 102 225	71 945 472	30 632 355	41 313 117

Table 3.16: CAPITAL EXPENDITURE: WASTE MANAGEMENT SERVICES

Capital projects	Year 2016/2017			
	Budget	Adjustment budget	Actual Expenditure	Variance from adjustment budget
Total all	R 104 656 000,00	R 86 574 409,00	R 17 468 185,68	R 69 106 223,32
DEVELOPMENT OF TRANSFER STATION IN THABA	R 5 400 000,00	R 4 300 000,00	R 634 612,87	R 3 665 387,13
UPGRADE REFURB SOUTHERN LANDFILL SITES	R 1 500 000,00	R 2 500 000,00	R 2 354 953,95	R 145 046,05
UPGRADING REFURB NORTHERN LANDFILL SIT	R 1 500 000,00	R 2 800 000,00	R 2 088 781,47	R 711 218,53

3.4 ROADS AND STORMWATER

Roads and Stormwater infrastructure constitutes an integral part of the country's economy. Chapter 7 of the Constitution of the Republic of South Africa provides a directive to municipalities to provide services to the communities in a sustainable manner. It is also imperative that those services are kept in satisfactory condition at all times. To this end, the Mangaung Metropolitan Municipality has heeded this call by ensuring that:

SUMMARY OF COMPLETION/PROGRESS REPORTS FOR ROADS AND STORMWATER

QUARTER 1: 2016/17			Tar & Pave	Heavy Rehab	Reseal	Stormwater
Contract	Area	Description	m	m	m	m
T1203		Bot Rd 350	2 600.0			380.0
		Total Quarter 1	2 600.0	0.0	0.0	380.0
QUARTER 2: 2016/17			Tar & Pave	Heavy Rehab	Reseal	Stormwater
T1305		Hillside Stormwater View	467.0			848.0
		Total Quarter 2	467.0	0.0	0.0	848.0

QUARTER 3: 2016/17			Tar & Pave	Heavy Rehab	Reseal	Stormwater
T1511	Batho	Gonyani street section 1, Man Road 1204 Section 3	660.0			450.1
T1512	Batho	Cook Avenue	761.0			823.7
T1513	Batho	Msimang Street, Man Road 1204 Section1	866.0			609.5
T1514	Batho	Matli Street, Man Road 1204 Section 2	871.0			684.2
T1515	Batho	Morakile Street	994.5			610.3
T1516	Bochabelo	Maleleka Street	871.0			903.4
T1517	Bochabelo	Nyokong Street	1 100.0			313.0
T1518	Batho	Access to MMM Regional Office, 44th Street Botshabelo H	779.0			445.0
T1519	Thaba	Seroalo Road, Thaba Nchu	1 050.0			885.5
T1305		Reseal			12 649.0	
		Total Quarter 3	7 952.5	0.0	12 649.0	5 724.7
QUARTER 4: 2016/17			Tar & Pave	Heavy Rehab	Reseal	Stormwater
T1326 B		Walter Sisulu (Section 1)		4 760.0		
T1305		Reseal			10 673.0	
		Total Quarter 4	0.0	4 760.0	10 673.0	0.0
Total Q1-Q4			11 020	4 760	23 322	6 953
Target Q1-Q4			11 000	4 000	12 000	7 000

Table 3.17: GRAVEL ROAD INFRASTRUCTURE

Gravel Road Infrastructure Kilometres				
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Gravel roads graded /maintained
Year - 2013/2014	1231	20	4.67	20
Year - 2014/2015	1251	20	3.9	20
Year - 2015/2016	1271	5,489km	5,29 km	
Year – 2016/2017	16.489km	10.297km		

Table 3.18: TARRED ROADS INFRASTRUCTURE

Tarred Road Infrastructure Kilometres					
	Total tarred roads	New roads tar	Existing roads heavy tar rehabilitated	Existing roads tar re-sealed	Tar roads maintained
Year - 2013/2014	1435	4.67	Not reported at that stage	55	20
Year - 2014/2015	1439.67	4.53	Not reported at that stage	36	20
Year - 2015/2016	1444.2	5,29	6.2	14.428	20
Year – 2016/2017	1 449.49Km	10.279km			

Stormwater Infrastructure Kilometres			
	Total Stormwater measures	New storm-water measures	Storm-water measures upgraded
Year - 2013/2014	191	4.67	4.67
Year - 2014/2015	195.67	1.27	1.27
Year - 2015/2016	196.94	6.114	6.114
Year – 2016/2017	203.054	7.150km	

Table 3.19: ROADS AND STORMWATER SERVICE POLICY OBJECTIVES

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
Address roads conditions	Tar and paving of gravel roads	Km of 7m wide gravel roads tarred or paved	Completion certificates for gravel roads tarred or paved	10.779Km of 7m wide gravel roads tarred or paved	11 km of 7m wide gravel roads tarred or paved	11.046 km of 7m wide gravel roads tarred or paved	+0.046km of 7m wide gravel roads tarred or paved	None
	Heavy rehabilitation of existing main tar roads	Km of 7m wide roads rehabilitated	Completion certificates for roads rehabilitated	6,2Km of 7m wide roads rehabilitated	4km of 7m wide roads rehabilitated	4.76 km of 7m wide roads rehabilitated	+0.76 km of 7m wide roads rehabilitated	None
	Resurfaced (resealed) roads	Km of 7m wide roads resurfaced	Completion certificates for roads resurfaced (resealed)	14,329Km of 7m wide roads resurfaced	12km of 7m wide roads resurfaced	23.32 km of 7m wide roads resurfaced	+11.32 km of 7m wide roads resurfaced	None
	Install storm-water drainage	Length (Km) of Storm-water drainage installed	Completion certificates for storm-water drainage installed	6,114 Km of Storm-water drainage installed	7 km of Storm-water drainage installed	7.008 km of Storm-water drainage installed	+0.008 km of Storm-water drainage installed	Accelerate work

Table 3.20: EMPLOYEES: ROAD AND STORMWATER SERVICES

Employees: Roads & Storm-water					
Job Level	Year -1	Year 2016/17			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	4	6	3	3	50%
4 – 6	14	6	0	6	100%
7 – 9	31	57	22	35	61%
10 - 12	50	120	47	73	60%
13 - 15	9	391	121	270	69%
16 – 18	194				
Total	302	580	193	387	

Table 3.21: FINANCIAL PERFORMANCE: ROAD AND STORMWATER SERVICE

Details	30/06/2016	30/06/2017			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	-	(697 816)	(697 816)		(697 816)
Expenditure:					-
Employees	61,899,266	123 924 228	75 590 722	71 277 801	4 312 921
Repairs and Maintenance	107,477,575	67 810 393	86 806 809	57 276 184	29 530 625
Other	586,386,339	303 820 412	303 920 412	711 678 354	(407 757 942)
Total Operational Expenditure	755,763,180	495 555 033	466 317 943	840 232 339	(373 914 396)
Net Operational Expenditure	755,763,180	494 857 217	465 620 127	840 232 339	(374 612 212)

Table 3.22: CAPITAL EXPENDITURE: ROADS AND STORMWATER SERVICE

Capital Projects	Year 2016/2017			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment Budget
<i>Total All</i>	R 292 321 928,00	R 308 843 749,00	R 428 672 174,76	-R 119 828 425,76
LESSING STREET	R 10 000 000,00	R 16 278 051,00	R 13 657 014,26	R 2 621 036,74
UPGRADE ST GEORGES & FIRST AVENUE INTERS	R 3 620 489,00	R 5 801 043,00	R 6 005 313,84	-R 204 270,84
SOUTH PARK CEMETERY ENT ROAD	R 0,00	R 3 812 176,00	R 3 812 008,59	R 167,41
THABA NCHU ST UPGRADING STREETS & STORMW	R 7 449 420,00	R 9 888 833,00	R 9 781 842,69	R 106 990,31
HILLSIDE VIEW UPGRADING OF ROADS AND STO	R 7 500 000,00	R 13 151 294,00	R 12 437 332,36	R 713 961,64
RESEALING OF STREETS	R 15 000 000,00	R 53 059 025,00	R 48 313 090,64	R 4 745 934,36
REHABILITATION OF WALTER SISULU ROAD	R 10 000 000,00	R 16 000 000,00	R 21 707 006,93	-R 5 707 006,93
REHABILITATION OF ROAD B3 BOTSHABELO	R 22 795 672,00	R 24 801 922,00	R 38 927 277,64	-R 14 125 355,64
BATHO (LEARNERSHIPS):	R 25 000 000,00	R 27 057 327,00	R 27 007 803,44	R 49 523,56

3.5 ELECTRICITY PROVISION

Mangaung is committed to achieving its mandate of providing access to electricity to the residents of the Municipality and the Southern Free State Municipalities at large.

- The City is providing electricity services to 254 525 formal households;
- Five hundred and thirty seven (548) households were provided with electricity connections;
- 30 high mast lights have been erected and 21 of these which have been commissioned;

Table 3.23: ELECTRICITY SERVICE DELIVERY LEVELS

ELECTRICITY SERVICE DELIVERY LEVELS	2015/16	
	Households	Percentages
Energy: (above minimum level)		
Electricity – Non FBE		
Minimum Service Level And Above sub-total	254 525	96.7%
Energy: (below minimum level)		
Other - FBE		
Below Minimum Service Level And Above sub-total	10 890	3.3%
Total	265 415	100%

Table 3.24: HOUSEHOLDS – ELECTRICITY SERVICE DELIVERY LEVELS BELOW THE MINIMUM: NON – BELOW THE MINIMUM

	2016/17
Formal residential	
Total households	254 525
Households below minimum service levels	10 890
Proportion of households below minimum service level	
Informal residential	
Total households	254 525
Households below minimum service levels	10 890
Proportion of households below minimum service level	3.3%

Table 3.25: TARIFF GROUPS

Tariff Group: 2015-2016 (Baseline)	Number of Consumers			
	MMM	Kopanong	Mohokare	Total
INCLINING BLOCK	155.295	7.278	3.324	165.897
FLAT RATE BUSINESS	3.394	556	225	4.175
BULK RESELL 2	31	0	0	31
BULK RESELL 3	184	0	0	184
BULK RESIDENTIAL 2 SFS	1	0	0	1
BULK RESIDENTIAL 3 SFS	5	2	0	7
CENTLEC SOC LTD DEPARTMENTAL TOU	4	0	0	4
COMFLEX - SINGLE PHASE	11	0	0	11
COMFLEX - THREE PHASE	485	0	0	485
COMFLEX SFS – SINGLE PHASE	0	1	0	1
COMFLEX SFS – THREE PHASE	1	22	0	23
ELECFLEX 1	3		0	3
ELECFLEX 2	163		0	163
ELECFLEX 2 SFS	0	4	0	4
ELECFLEX 3	497		0	497
ELECFLEX 3 SFS	3	17	0	20
HOMEFLEX - SINGLE PHASE	3		0	3
HOMEFLEX - THREE PHASE	155		0	155
HOMEFLEX - THREE PHASE SFS	0	11	9	30
SPORT STADIUMS	7		0	7
SPORT STADIUMS SFS	0	2	0	2
TOTAL	160.242	7.893	3.558	171.693

Table 3.26: ELETRICITY SERVICE POLICY OBJECTIVES TAKEN FROM IDP

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
Address electricity backlog	Increase and maintain spending levels on capital expenditure at 95% of the approved budget	Installation of prepaid meters for the number of indigent applications received between 1 July 2016 and 30 June 2017.	The number of indigent applications received vs. the number of prepaid meters installed between 1 July 2016 and 30 July 2017.	N/A	To install prepaid meters for all the indigent applications received during the period 1 July 2016 - 30 June 2017.	Sixteen (16) applications were received and completed	None	Not Required
	Increase and maintain spending levels on capital expenditure at 95% of the approved budget	Complete 426 household connections identified for electrification in the MMM area by 30 June 2017.	The number of household connections connected within the MMM area by 30 June 2017.	537 New household connections	To supply 426 electricity connections to identified households in the MMM area by 30 June 2017.	Five Hundred and Forty Eight (548) House connections have been completed to date.	+122 electricity connections	Not Required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
	Increase and maintain spending levels on capital expenditure at 95% of the approved budget	Install and complete the number of public connections applications received, paid for this financial year by 30 June 2017.	The number of public connection applications received, paid for vs. the number of public connections installed by from 1 July 2016 - 30 June 2017.	N/A	To install public connections for all public connection applications received and paid for within the specific deadline as stipulated within the policy by 30 June 2017.	Two hundred and Sixty two (262) connections that have been paid for are completed.	None.	Connections will be completed when industrial action ends.
	Ensure regular maintenance and upgrading of distribution and supply infrastructure and improving overall efficiency and effectiveness of other service delivery support systems and infrastructure.	Erection of 30 high mast lights within the MMM area by 30 June 2017.	Number of high mast lights erected in the MMM area by 30 June 2017.	34 High Masts	30 erected and commissioned high mast lights within the MMM area by 30 June 2017.	Thirty (30) high masts have been erected and, Twenty one (21) high masts have been commissioned and nine (9) are outstanding.	-(9) high masts are still outstanding	The service provider has been instructed to resume with the commissioning of the remaining nine (9) high mast lights early in July 2017.
	Ensure regular maintenance and upgrading of	Complaints received regarding single	% of single faults complaints received in MMM	N/A	90% complaints received regarding single street fault	(38%) Total annual single faults resolved:7556 Single faults	+7% complaints received regarding	We will make use of Ikageng to replace all the poles and fittings

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
	distribution and supply infrastructure and improving overall efficiency and effectiveness of other service delivery support systems and infrastructure.	fault lights to be handled and completed within 3 days and area faults within 5 days of receipt.	area resolved by 3 days and area faults resolved by 5 days.		lights to be handled and completed within 3 days and area faults within 5 days of receipt during 2016/17.	received:10729 Total annual single faults percentage:67.34 % Total area faults: Area faults resolved:1691 Area faults received;2642 Total annual faults percentage:64%	single street fault lights	in Botshabelo They are also replacing all the cable conductors with aerial bundle conductors at the new bridges in Thaba N'chu
	Ensure regular maintenance and upgrading of distribution and supply infrastructure and improving overall efficiency and effectiveness of other service delivery support systems and infrastructure.	Single power failure complaints received to be handled and completed within an average of 2,5 hours from receipt.	% of single power failure complaints received in MMM area resolved within 2, 5 hours of receipt by 30 June 2017.	N/A	90% of single power failure complaints received to be handled and completed within an average of 2,5 hours from receipt by 30 June 2017.	Single power failure complaints: Single power failure complaints resolved within 2.5hrs:1958 Single power failure complaints received:5874 Total percentage of single power failure:93.6%	-45.71% of single power failure complaints	Implementation of CRM system for more accurate data and implementation of an aggressive monitoring dispatch team

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
	Ensure regular maintenance and upgrading of distribution and supply infrastructure and improving overall efficiency and effectiveness of other service delivery support systems and infrastructure.	Area power failure complaints to be reduced during 2016/17.	% of area power failure reduction during 2016/17 vs same period the previous year.	N/A	Reduce the area power failure by 1% during 2016/17 vs the same quarter the previous year.	<p>Quarter 1 Area power failures in 2016 Quarter 1 were 523 against 634 in 2015 Quarter one (1).</p> <p>Quarter 2 Area Power failures for quarter 2 2015/16 is 1232 and for the same quarter 2016/17 is 1283.</p> <p>Quarter 3 Total average percentage decrease is 13%.</p> <p>Quarter 4 Area Power failures June 2016 = 466 June 2017 = 551 Increased = 85 (18%).</p>	There is a +26.12 % reduction	Not Required
	Reduce non-technical electricity losses and the impact thereof on the local economy.	Develop the project plan for a credible and accurate system to measure the down time costs associated with power outages by 31 December 2016.	Number of submissions of a project plan for a credible and accurate system to measure the downtime costs associated with power outages by 31 December 2016.	N/A	1 Submission of a project plan for a credible and accurate system to measure the downtime costs associated with power outages by 31 December 2016.	1 Submission of a project plan for a credible and accurate system to measure the downtime costs associated with power outages by 31 December 2016.	Not Applicable	Not Required

Table 3.27: EMPLOYEES: ELECTRICITY SERVICES

Employees: Centlec					
Job Level	Year -1 (2015/16)	Year 2016/17			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	2	12	6	6	50
4 – 6	14	160	52	108	68
7 – 9	73	362	143	219	60
10 - 12	59	253	47	206	81
13 - 15	30	688	201	487	71
16 - 18	79	783	212	571	73
Total	257	2258	661	1597	71

Table 3.28: CAPITAL EXPENDITURE: ELECTRICITY SERVICES

Capital projects	2016/17			
	Budget	Adjustment budget	Actual Expenditure	Variance from adjustment budget
Total all	R 200 342 641,00	R 232 779 050,00	R 223 495 056,18	R 9 283 993,82
PUBLIC ELECTRICITY CONNECTIONS	R 22 744 351,00	R 22 744 351,00	R 23 847 613,65	-R 1 103 262,65
SMART STREETLIGHTS (BLOEMFONTEIN)	R 15 000 000,00	R 35 000 000,00	R 38 137 454,98	-R 3 137 454,98
TRANSFORMER REPLACE & OTHER RELATED EQUIPMENT	R 9 000 000,00	R 1 500 000,00	R 1 459 028,71	R 40 971,29
FICHARDTPARK DC: 132KV/11KV 20MVA DC	2 800 000	27 800 000	39 384 827	(11 584 827)
CECELIA DC: 132KV/11KV 30MVA DC	10 000 000	18 000 000	17 931 741	68 259

3.6 HOUSING

The City has ensured that 436 households are issued with PTOs and 50 are relocated from floodplains and servitudes. The City is also progressing toward the following targets:

- 1081 Title deeds were transferred
- 2206 Title deeds issued

Table 3.29: HOUSING

	Formal dwelling	Informal dwelling	Traditional dwelling	Other	Unspecified	Grand Total
Formal residential	231214	31149	2000	1042	10	265414

Source Community Survey 2016, STATSSA

Table 3.30: HOUSING SERVICE POLICY OBJECTIVES TAKEN FROM IDP

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
Address housing backlog	Installation of Main line (W&S) Lourierpark	Number of erven with access to water and sanitation	completion certificates	N/A	250 ervens with access to water & sanitation	0 ervens with access to water & sanitation	-250 ervens with access to water & sanitation	Funds were redirected for payment of Nalisview land acquisition
	Refurbishment of rental stock	Number of Rental schemes refurbished	completion certificate	100% complete refurbishment or 3 Rental schemes refurbished – (Tenderwood, Omega and Bloemhof)	Honeybell Rental scheme refurbished	100% Honeybell Rental scheme refurbished	None	None
	Lentehof infrastructure upgrading	Percentage of water network in Lentehof upgraded	completion certificates	N/A	100% of Lentehof infrastructure upgraded	Not achieved	-100% of Lentehof infrastructure upgraded	Project was cancelled and funds were redirected.

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
	Security of Tenure	Number of Title Deeds transferred	Application processed	2982 Title Deeds transferred	2500 Title Deeds transferred	1081 Title Deeds transferred	-1419 Title Deeds transferred	Service Provider to be appointed according to SCM processes
	Security of tenure	Number of Title Deeds issued	application finalised	3347 Title Deeds issued	2500 Title Deeds issued	2206 Title Deeds issued	-294 Title Deeds issued	Intensify consumer education and encourage reporting of Estate in the new FY
	Receiving and processing of BNG application forms	Number of BNG application forms submitted to the Provincial Department of HS	Report from HSS	1664 of BNG application forms submitted to the Provincial Department of HS	1500 of BNG application forms submitted to the Provincial Department of HS	Not achieved	-1500 of BNG application forms submitted to the Provincial Department of HS	Request Province to finalize allocation expeditiously

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
	Relocation of households from Floodplains and Servitudes	Number of households relocated from floodplains and servitudes	Section 52 Report	Not Achieved	100 of households relocated from floodplains and servitudes	38 of households relocated from floodplains and servitudes	-62 of households relocated from floodplains and servitudes	Planning directorate to source land for relocation
	Allocation of affordable Social/Rental housing units	Number of households allocated affordable Social/Rental housing units	Completion certificates	46 Households allocated affordable rental/social housing units 111 Households allocated affordable rental/social housing units at Hillside View	500 of households allocated affordable Social/ Rental housing units	51 of households allocated affordable Social/ Rental housing units	-449 of households allocated affordable Social/ Rental housing units	Assist in unblocking of delays in the construction of Social and CRU projects
	Promotion of mixed land use developments	Percentage of rerouting of bulk water pipe to unlock Vista Parks 2 and 3 developments	Percentage of rerouting of bulk water pipe	N/A	100% rerouting of bulk water pipe	Draft addendum to service level agreement is under discussion	-100% re-routing of bulk water pipe	Finalization of addendum to allow developer to carry out the re-routing of pipe

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
	Internal Services (Water and Sanitation)	Number of Households connected with water and sanitation	Completion of certificates	N/A	1000 households connected with internal service	Not achieved	-1000 households connected with internal service	Request for roll-over to complete the construction
	Security of tenure	Households provided with Permission to Occupy (PTO`s)	Number of Households provided with PTO`s	668 provided with Permission to Occupy (PTO`s)	3000 provided with Permission to Occupy (PTO`s)	495 provided with Permission to Occupy (PTO`s)	-2505 provided with Permission to Occupy (PTO`s)	Intensify door to door verification while relocating and resettling people within their demarcated ervens with pegs.
Revenue Enhancement	Sale of land	Number of land parcels Availed through bidding process	Advertisement or Council approval and Signed Deed of Sale	Not Achieved	50 of land parcels Availed through bidding process	Not achieved	-50 of land parcels Availed through bidding process	Expedite the bidding process for sale of land

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
	Review and/or renewal and conclusion of new revenue agreements	Number of reviewed and /or renewal and conclusion of new contracts for sundry and commercial property lease agreements	Lease agreements reviewed and/or renewed and entered into.	44 contracts	60 of reviewed and /or renewal and conclusion of new contracts for sundry and commercial property lease agreements	9 of reviewed and /or renewal and conclusion of new contracts for sundry and commercial property lease agreements	-51 of reviewed and /or renewal and conclusion of new contracts for sundry and commercial property lease agreements	To engage Legal Services to speed up the drafting and signing process of contracts
Acquisition of land for sustainable human settlements	Acquisition of land for commonages	Number of hectares Acquired	Deed of sale signed/expropriation approved	203,3136 hectares acquired	600 hectares Acquired	Not achieved	-600 hectares Acquired	Funding could not be secured.
	Acquisition of identified properties for Waaihoek Development	Number of Properties Acquired	Deed of sale signed/expropriation approved	N/A	41 Properties Acquired	0 Properties Acquired	41 Properties Acquired	Accelerate negotiations and secure funding during the adjustment budget of 2017/2018

Table 3.31: EMPLOYEES: HOUSING SERVICES

Job Level	Year posts	2016/17	Employees	Vacancies (fulltime equivalents)	VACANCIES ?% OF TOTAL
0-3	25		20	5	20%
4-6	67		32	35	52%
7-9	54		29	25	46%
10-12	94		46	48	51%
13-15	10		2	8	80%
16-18	55		43	12	21%
Total	305		172	133	

Table 3.32: FINANCIAL PERFORMANCE: HOUSING SERVICE

Financial Performance: Housing Services					
R'000					
Details	30/06/2016	30/06/2017			Variance to Adjustment Budget
	Actual	Original Budget	Adjustment Budget	Actual	
Total Operational Revenue	-36,753,881	(55 662 208)	(55 662 208)	(19 560 909)	(36 101 299)
Expenditure:					-
Employees	66,880,595	92 676 860	89 994 313	75 035 322	14 958 991
Repairs and Maintenance	20,804,538	17 634 475	26 269 475	14 715 238	11 554 237
Other	47,782,931	18 764 091	13 694 577	19 207 024	(5 512 447)
Total Operational Expenditure	135,468,064	129 075 426	129 958 365	108 957 584	21 000 781
Net Operational Expenditure	98,714,183	73 413 218	74 296 157	89 396 676	(15 100 519)

Table 3.33: CAPITAL EXPENDITURE: HOUSING SERVICES

Capital Projects	Year 2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Total All	R 53 620 482,00	R 62 361 667,00	R 13 942 148,92	R 48 419 518,08
LAND FOR CEMETERIES NALLIES VIEW	R 22 500 000,00	R 35 148 985,00	R 148 984,70	R 35 000 000,30
REFURBISHMENT OF HONEYBELL - HOUSING STO	R 6 185 482,00	R 6 185 482,00	R 6 185 482,00	R 0,00
WHITE CITY TOP INFRASTRUCTURE REFURBISHM	R 0,00	R 6 621 124,00	R 6 482 336,62	R 138 787,38
INTER SEW RETIC & TOILET T/STRUC - G/LAN	R 10 000 000,00	R 5 351 015,00	R 1 125 345,60	R 4 225 669,40

COMPONENT B: PLANNING

The municipality has a fully-fledged planning unit that provides SMME support to small and medium and established business in the city. Key to the objectives of the City are as follows:

- Promotion of Economic opportunities in strategic locations for sustainable development:
- Establish Accountable and pro-active management of change in land use and to development patterns,
- To Enhance Regional Transport Efficiency,
- Grow Economy and Create Job Opportunities, and
- Rural Development

INTRODUCTION TO PLANNING

As part of its strategies for economic development, the Planning Department of the City aims to formalise townships along the N8 and other strategic investment nodes in the metro.

The City embarked on an extensive programme to improve public transportation system through the Integrated Public Transport Network (IPTN) processes. Fundamental to the planning process is the Implementation of the Spatial Planning Land Use Management Act (Act 16 of 2013). Through this process the metro has established a development tribunal to fast track land use applications.

3.7 PLANNING

The current city fabric is characterised by disjointed apartheid city spaces. It is also characterised by inefficient city structure that leads to expensive service levels. In order to overcome these challenges strategic decisions should be made. Key priorities should address the following:

- Densification of the city through infill planning and group housing schemes;
- Elimination of informal settlements and facilitating access to proper community services;
- Creation of liveable urban spaces;
- Integration of the city through the creation of economically viable urban transport corridors; and
- Creating economic and social opportunities for all the residents of the city to benefit

For the year under review, the City has made strides in the following areas:

- Effective processing of land use applications to ignite development in the City;
- Facilitated planning and township establishment processes *irt* the three land parcels *viz*, Rodenbeck, Lourierpark, Matlharantleng and Botshabelo west.

Table 3.34: POLICY OBJECTIVES OF PLANNING TAKEN FROM THE IDP

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
Promote and enhance Spatial Planning and the Built environment	Improve land development approval process and facilitate development	Number of land use applications processed	Value land of application processed Number of land use applications processed by Tribunal	Number of applications processed (97)	All applications processed	38 applications processed	0	None
	Neighbourhood development	Township establishment completed – Rodenbeck	Percentage completion of Township	Appointed consultants	100% redevelopment of Rodenbeck township establishment completed	85% redevelopment of Rodenbeck township establishment completed	-15% redevelopment of Rodenbeck township establishment completed	Expedite implementation in the new FY
		Lourierpark Township establishment completed –	Percentage completion of Township	Appointed consultants	100% Lourierpark Township establishment completed	85% Lourierpark Township establishment	-15% Lourierpark Township establishment	Expedite implementation in the new FY

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
		Township establishment completed – Matlharantlleng	Percentage completion of Township	Appointed consultants	100% Matlharantlleng Township establishment completed	90% Matlharantlleng Township establishment completed	-10% Matlharantlleng Township establishment completed	Expedite implementation in the new FY
		Township establishment completed – Botshabelo West	Percentage completion of Township	Appointed consultants	100% Botshabelo West Township establishment completed	90% Botshabelo West Township establishment completed	-10% Botshabelo West Township establishment completed	Expedite implementation in the new FY
	Management of the build environment	Number of approved building plan within statutory Timeframes	< 500m ² = 30 days > 500m ² = 60 days	<500m ² = 1500 >500m ² = 50	< 500m ² = 30 days > 500m ² = 60 days	< 500 = 1593 >500=72	0	none
Establishment of Corporate Geographic Information Services	Effective Corporate Geographic Information System	100% developing of Geo-Database	Percentage completion of the Property Geo-database	N/A	100% completion of property Geo-database	Not achieved	-100% completion of property Geo-database	Secure funding to continue with the project

Table 3.35: EMPLOYEES: ECONOMIC DEVELOPMENT AND PLANNING SERVICES

Employees: Economic Development & Planning					
Job Level	Year -1		Year 2016/17		
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	12	47	18	29	61%
4 – 6	32	125	36	89	71%
7 – 9	24	76	25	51	67%
10 – 12	12	41	23	18	43%
13 – 15	3	20	9	11	55%
16 – 18	1				
Total	84	309	111	198	

Table 3.36: FINANCIAL PERFORMANCE: PLANNING AND FRESH PRODUCE MARKET

Financial Performance: Planning Services					
R'000					
Details	30/06/2016	30/06/2017			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	-5,511,617	(6 810 319)	(6 810 319)	(8 213 290)	1 402 971
Expenditure:					-
Employees	35,131,743	78 490 069	78 090 069	41 879 825	36 210 244
Repairs and Maintenance	2,196,833	-	-	-	-
Other	68,957,051	46 087 032	46 487 032	39 177 402	7 309 630
Total Operational Expenditure	106,285,627	124 577 101	124 577 101	81 057 227	43 519 874
Net Operational Expenditure	100,774,010	117 766 782	117 766 782	72 843 937	44 922 845
FINANCIAL PERFORMANCE: FRESH PRODUCE MARKET					
Financial Performance: Planning Services					
R'000					
Details	30/06/2016	30/06/2017			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	-22,446,058	(23 747 290)	(23 747 290)	(23 128 106)	(619 184)
Expenditure:					-
Employees	8,710,171	10 895 210	10 895 210	8 287 844	2 607 366
Repairs and Maintenance	691,942	932 953	1 597 953	554 288	1 043 665
Other	6,625,198	12 063 433	11 398 433	25 773 503	(14 375 070)
Total Operational Expenditure	16,027,311	23 891 596	23 891 596	34 615 636	(10 724 040)
Net Operational Expenditure	-6,418,747	144 306	144 306	11 487 529	(11 343 223)

Table 3.37: CAPITAL EXPENDITURE: PLANNING AND LOCAL ECONOMIC DEVELOPMENT

Capital Projects	Year 2016/2017			
	Budget	Adjustment Budget	Actual Expenditure	Variance From Adjustment Budget
Total All	R 12 500 000,00	R 13 856 005,00	R 3 439 043,70	R 10 416 961,30
TOWNSHIP STABLISHMENT BOTSHABELO	R 2 500 000,00	R 1 900 000,00	R 383 318,00	R 1 516 682,00
TOWNSHIP STABLISHMENT THABA NCHU	R 2 000 000,00	R 890 000,00	R 0,00	R 890 000,00
TOWNSHIP STABLISHMENT BFN SOUTH	R 4 000 000,00	R 10 069 208,00	R 3 055 725,70	R 7 013 482,30

CAPITAL EXPENDITURE: LOCAL ECONOMIC DEVELOPMENT

Capital Projects	Year 2016/2017			
	Budget	Adjustment Budget	Actual Expenditure	Variance From Adjustment Budget
Total All	R 54 282 105,00	R 15 606 908,00	R 8 839 344,59	R 6 767 563,41
FENCING OF CAMPS	R 1 000 000,00	R 1 943 588,00	R 1 125 411,08	R 818 176,92
HAWKING STALLS BOTSHABELO CBD PHASE 2	R 3 789 000,00	R 7 275 407,00	R 2 417 339,39	R 4 858 067,61

3.8 LOCAL ECONOMIC DEVELOPMENT

Table 3.38: ECONOMIC GROWTH BY SECTOR

Economic Growth by Sector						
Sector	Jul – Sep	Oct – Dec	Jan – Mar	Apr - June	Qtr to Qtr Change	Year to Year Change
	2016	2016	2017	2017		
Formal sector	-	-	-	-	0.5%	-
Informal sector	-	-	-	-	-	-
Agriculture	-	-	-	3%	2.1%	1.3%
Private Households	-	-	-	6%	2.6%	-

Table 3.39: EMPLOYMENT BY ECONOMIC SECTOR

Economic Employment by Sector				
Sector	Jul – Sep	Oct – Dec	Jan – Mar	Apr - June
	2016	2016	2017	2017
Formal sector	161	159	158	166
Informal sector	50	53	48	45
Agriculture	1	1	1	1
Private Households	30	20	25	34

Table 3.40: JOB CREATION

Job creation through EPWP projects		
Details	EPWP Projects No.	Jobs created through EPWP projects No.
Year - 2011/2012	45	2452
Year - 2012/2013	36	1247
Year - 2013/2014	40	1687
Year - 2014/2015	16	1074
Year - 2015/2016	70	2958
Year – 2016/2017	0	0

Table 3.41: LOCAL ECONOMIC DEVELOPMENT POLICY OBJECTIVES TAKEN FROM IDP

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
Economic and tourism development	Encourage Infrastructure Investments to promote CBD's rejuvenation	Number of hawking stalls developed at Botshabelo as part of phase 2	Completion Certificates	35 Hawking Stalls developed at Botshabelo	45 Hawking stalls constructed at Botshabelo Scaled down Phase 2 consist of 69 hawking stalls	14 Hawking stalls constructed at Botshabelo	-31 Hawking stalls constructed at Botshabelo	To be expedited in the next FY 17/18
To enhance Tourism development	Development of Tourism Infrastructure	Length of parking area upgraded	Project completion certificates	N/A	m2 of parking area completed	Not achieved	-m2 of parking area completed	To be expedited in the next FY 17/18
		100% development Naval Hill Master plan - View Point 5	Project Completion Certificates	100% completion of View Point 12	100% completion of View Point 5	Not achieved	-100% completion of View Point 5	To be expedited in the next FY 17/18

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
Rural Development Poverty Reduction	Support Agro-Enterprises	Number of small scale agricultural enterprises supported	Number of Agro-enterprises supported	Not Achieved	25 active small scale farmers	Not achieved	-25 active small scale farmers	Management and staffing issues to be resolved for speedy implementation of projects
	Household food security	Number of domestic household food gardens in Urban and rural areas	domestic household food gardens in Urban and rural areas	New Project	200 households food gardens	Not achieved	-200 households food gardens	Management and staffing issues to be resolved for speedy implementation of projects
		Number of broilers established	Completion certificate	Not achieved	4 units of broilers established	Not achieved	-4 units of broilers established	Expedite the implementation of the project in the next FY
		Number of egg layers established	Completion certificate	Not achieved	4 units egg layers established	Not achieved	-4 units egg layers established	Expedite the implementation of the project in the next FY

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
		Number of piggeries established	Completion certificate	Not achieved	4 piggeries established	Not achieved	-4 piggeries established	Expedite the implementation of the project in the next FY
		Number of Hydroponics projects established and supported	Completion certificate	Not achieved	6 hydroponic plant in the Thaba Nchu area	Not achieved	-6 hydroponic plant in the Thaba Nchu area	Expedite the implementation of the project in the next FY
		Number of Municipal pound established	Completion certificate	Not achieved	1 municipal pound established in Botshabelo	Not achieved	-1 municipal pound established in Botshabelo	Expedite the implementation of the project in the next FY

COMPONENT C: COMMUNITY AND SOCIAL DEVELOPMENT

3.9 LIBRARIES, ARCHIVES, COMMUNITY FACILITIES, OTHER THEATRES, ZOO

The City is doing very well in meeting all its set targets in relation to the promotion of literacy in communities through ensuring access to new library materials, marketing of the library services and implementing library outreach programmes to communities.

The City has succeeded in initiating and supporting arts and cultural programmes by providing platform for them to showcase their talent. We initiated and supported various arts and cultural groups, activities and events in the effort to unearth raw talent in MMM. Local arts and cultural groups are afforded opportunity during the celebrations of the following events. Women's day, Heritage day, Youth day, Moshoeshoe day, International Mother Tongue day, Botshabelo School Art Festival, Mangaung Theatre Production Festival, Youth day, Africa day, Indoni Cultural Carnival. Arts and cultural groups are assisted with free use of facilities for rehearsals, performances and fund raising initiatives.

Table 3.42: LIBRARIES; ARCHIVES; COMMUNITY FACILITIES; OTHER

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
Promoting a comprehensive library service	Promote literacy in communities	Number of library outreach programmes to communities	Number of outreach (interactive) programmes conducted	641 outreach programmes conducted	100 Library outreach programmes to communities	596 Library outreach programmes to communities	Positive + 496	None Required
	Establishment of a new Zoo at Kwaggafontein	Kilometres of bulk water and sanitation services installed	Bulk services 75% completed	N/A	Installation of the first Phase of bulk water and sanitation infrastructure	Not achieved	Installation of the first Phase of bulk water and sanitation infrastructure	Project will commence in the financial year 2017/2018. Funded in the Capital budget.
		100% Completion of entrance facility and guard house	Completion certificate for Entrance facility and guard house	N/A	Construction of entrance facility and guard house	Not achieved	Construction of entrance facility and guard house	Project will commence in the financial year 2017/2018. Funded in the Capital budget

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
	Erecting of a new perimeter fence at Naval Hill nature Reserve	Kilometres of fence installed	completion certificate	New Project	3.5 km of fence erected	0% construction and no fence installed	-3.5 km of fence erected	project to be included in the new budget cycle 2018/2019, since it is not included in Capital budget for 2017/2018
	Building of new Cloakroom on Naval Hill	1 New Cloak Room facility completed	Completion certificate	New Project	1 new cloakroom facility completed	Project 85% completed by end of June 2017. Estimated completion date for 100% completion - 15 July 2017	-15% of new cloakroom facility completed	Expedite implementation in the new FY

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
	upgrading of a Regional Cemetery in Botshabelo	kilometres of Stormwater channel and roads upgrade	completion certificates	New Project	upgrading of 1km Stormwater channel and 2km gravel roads	Not achieved	upgrading of 1km Stormwater channel and 2km gravel roads	Project will commence in the financial year 2018/2019. Funded in the Capital budget 2018/19 & 2019/20.
	Development of a Cemetery in Nalisview	100% development of the new cemetery at Nalisview	completion certificates	New Project	100% development of layout plan for the new Cemetery	No final Designs for Development of layout plan for the new Cemetery at Nalisview. Preliminary designs completed and await presentation before EMT.	-100% development of layout plan for the new Cemetery	Secure EMT support for buy-in and finalization of the project.

Table 3.43: EMPLOYEES: LIBRARIES

Employees: Libraries					
Job Level	Year -1 (2015/16)	Year 2016/17			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	1	1	1	0	0
4 – 6	4	5	4	1	20%
7 – 9	17	29	15	14	48%
10 - 12	3	41	28	13	31
13 - 15	37	20	10	10	50%
16 - 18	6	9	3	6	66%
Total	68	105	61	44	
Employees: Zoo & Kwaggafontein Division					
Job Level	Year -1 (2015/16)	Year 2016/17			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	1	2	2	0	0
4 – 6	0				
7 – 9	3	7	3	4	57%
10 - 12	3	6	3	3	50%
13 - 15	21	33	25	8	24%
16 - 18	1	8	4	4	50%
Total	29	56	37	19	

Table 3.44: FINANCIAL PERFORMANCE: LIBRARIES; ARCHIVES; COMMUNITY FACILITIES; OTHER

Financial Performance: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
R'000					
Details	2015/16	Year 2016/17			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	-77,177	(2 609 373)	(2 609 373)	(5 063 499)	2 454 126
Expenditure:					-
Employees	17,071,895	72 984 047	72 778 641	55 859 743	16 918 898
Repairs and Maintenance	32,393	6 085 391	2 697 020	1 642 533	1 054 487
Other	17,039,502	7 658 662	5 636 995	5 480 488	56 507
Total Operational Expenditure	34,143,790	86 728 100	81 112 656	62 982 764	18 129 892
Net Operational Expenditure	34,065,613	84 118 727	78 503 283	57 919 265	20 584 018

3.10 CHILD CARE, CARE OF THE AGED, SOCIAL PROGRAMMES

Improve services to ameliorate the plight of vulnerable groups such as street children, people with disability, the elderly and children. Alleviate poverty through community projects and promote arts and cultural programmes.

Table 3.47: EMPLOYEES: CHILD CARE; CARE OF THE AGED; SOCIAL PROGRAMMES

Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 – 3	1		1	100%
4 – 6				
7 – 9	12	11	1	8.3%
10 – 12	6	3	3	50%
13 – 15	1	1		
16 – 18	1	1		
Total	21	16	5	

COMMENT ON THE PERFORMANCE OF CHILD CARE; AGED CARE; SOCIAL PROGRAMMES OVERALL

The City has succeeded in supporting the vulnerable groups in our society.

3.11 BIO DIVERSITY AND LANDSCAPE – PARKS

The main objective of the parks division is to provide a clean, green and healthy environment to the residents of Mangaung. It is responsible for the horticultural maintenance and development of open spaces, parks, traffic islands, buffer zones, sports fields, street trees, city gardens and fire belts

The core functions of the Parks unit are:

- Greening the city- entrances, parks, planting trees;
- Maintenance of existing parks;
- Maintenance of sports fields;
- Development of new parks; and
- Cemeteries beautification.

The main objective of natural resource management is to conserve the natural resources of MMM which consist of 28, 000 hectares and develop and maintain of Naval Hill as a tourist attraction for local and international visitors

The core functions of the Nature Resource Management unit are:

- Management of natural open spaces;
- Naval Hill nature reserve development and maintenance;
- Eradication of alien plants;
- Protection of top –soil/ erosion control; and
- Management of wild animals in Naval Hill Nature Reserve

Table 3.48: SERVICE DELIVERY OBJECTIVES OF BIO DIVERSITY; LANDSCAPE AND PARKS

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
Improve service delivery by providing recreation facilities and public amenities to all residents of Mangaung	Creating new parks within the Mangaung Area	100% development of Regional parks phase 3 <ul style="list-style-type: none"> • number of braai facilities and benches installed • m2 of pathways upgraded • Number of trees, planted • m2 of grass planted • number of lighting installed 	All Completion certificate	Athletic Track which was part of second phase of Regional Park in thaba Nchu is 100% complete	Completion of Phase 3 of the Regional park in Thaba Nchu – Selosesha	Not achieved	Completion of Phase 3 of the Regional park in Thaba Nchu – Selosesha	Project to be included in the new budget cycle 2018/2019, since it is not included in Capital budget for 2017/2018

COMPONENT E: ENVIRONMENTAL PROTECTION

3.12 POLLUTION CONTROL

Pollution control initiatives within the municipality are implemented and managed by an integrated approach (waste management, environmental management, environmental health, parks, etc.). With regards to the 2 indicators listed we can report that water quality and air pollution programmes are in place. Environmental health practitioners take water samples on a daily basis from the 2 main reservoirs (*Brandkop and Maselspoort*) and on a monthly basis at household points evenly spread amongst all suburbs, our current compliance status is well within the parameters of SANS 241.

We also monitor the quality of air by means of three (3) air quality stations, with the main focus on sulphur dioxide emissions. We can safely report that no incidences in this regard were recorded during this reporting period.

Table 3.50: EMPLOYEES: POLLUTION CONTROL

Job Level	Year -1 (2015/16)	Year 2016/17			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0				
4 - 6	0	3	1	2	66%
7 - 9	2	6	2	4	66%
10 - 12	0	9	3	6	

COMPONENT F: HEALTH

3.13 HEALTH INSPECTION, FOOD AND ABBATTOIR

The function of provision of environmental health services within the municipality includes all activities associated with the provision of municipal health services in terms of the National Health Act (No 61 of 2003) but does not take into account of poor health services which reside within the jurisdiction of FS provincial government. Service delivery provision here includes:

1. Water Quality Monitoring

To ensure consumer protection in accordance to (Cosmetic and Disinfectants Act no 54 of 1972) a food safety programme has been carried out. This has been achieved by regular inspections

(including special events), monitoring, rendering microbiological laboratory services for the analysis of food stuffs as per legislative (sampling,) and compliance (by fulfilling functions of the local trading authority by enforcing the Business Act No 71 of 1991) thus ensuring sustainable health and well-being of citizens.

The Abattoirs were also inspected on a regular basis and there is a daily inspection programme (including. compliance) of the Fresh Produce Market

2. Food Quality Monitoring

Water Quality Monitoring in accordance to Water Services Act and SANS 241 for water quality has been carried out successfully

Both the food and water safety programmes were sustained successfully

3. Health Surveillance of premises

Surveillance of premises (built environment) has been done in accordance to the National Building Regulations.

4. Disposal of the dead

The City continued to provide effective health services in relation to inspection of mortuaries to ensure compliance. Furthermore it has continued to carry out its responsibility in ensuring safe disposal of unidentified bodies in collaboration with Forensic Pathology, in accordance with CHAPTER 10 (Unclaimed bodies or unidentified human Remains) of Regulations relating to Rendering of Forensic Pathology Services in the Government Notice No.636 of July 2007

Table 3.51: SERVICE DELIVERY OBJECTIVES FOR HEALTH INSPECTION, FOOD AND ABBATTOIR

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
Promote Environmental Health	Conduct drinking and recreational water sampling according SANS to 241	Number of drinking water samples taken	Water sample report	1 776 drinking water samples taken	1300 drinking water samples	1947 drinking water samples	+647 drinking water samples	None Required
	Inspect food premises	Conduct food premise inspections as per provision of the foodstuffs, Cosmetic and Disinfectant Act 54 1972	Number of food premise inspections conducted	16055 food premise inspections	9 000 food premise inspections conducted	13 267 food premise inspections conducted	+4267 food premise inspections conducted	None Required

Table 3.52: EMPLOYEES: HEALTH INSPECTION

Employees: Environmental Health					
Job Level	Year -1 (2015/16)	Year 2016/17			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	0	1	100%
4 - 6	4	6	4	2	33%
7 - 9	20	31	19	12	38%
10 - 12	2	7	2	5	71%
13 - 15	4				
16 - 18	0	9	4	5	55%
Total	31	54	29	25	

Table 3.53: FINANCIAL PERFORMANCE: HEALTH INSPECTION AND ETC.

Financial Performance: Health Inspection and Etc.					
R'000					
Details	30/06/2016	30/06/2017			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	-562,015	0	0	0	0
Expenditure:					
Employees	12,783,662	3 357 791	3 357 791	1 448 716	1 909 075

COMMENT ON HEALTH INSPECTION, FOOD AND ABBATTOIR

All food premises are inspected and monitored according to our food inspection programme and this yields success in health, hygiene and cleanliness. Our biggest challenge is the mushrooming of tuck shops in residential areas which are mostly illegal and do not comply with health standards. Haphazard operations and investigations did not yield the expected outcome but a multi-sector compliance and monitoring team which includes SAPS and Home Affairs was established to combat non-compliance this programme is sustained.

The City continues in providing drinking water services that is compliant to set water service standard. For this financial year the municipality sustained a drinking water compliance rate of 98, 2 % well above the 97% compliance rate. The City continued to provide effective health services in relation to inspection of mortuaries, ascertaining water quality and raising basic hygiene awareness *albeit* there is a need for improvements in relation to inspections of food premises and inspection of dairy farms.

COMPONENT G: SAFETY AND SECURITY

The objective of the sub directorate is to enhance order and enforce compliance with road traffic rules in the road network of the MMM and to ensure that Mangaung is a safe and secure place to live in, visit and do business. In order to achieve this, the division aims to prevent and minimize all security risks and threats to municipal property, services and people, crime prevention, enforcement of municipal by- laws and other applicable legislation and the investigation of municipal related crime.

3.14 INTRODUCTION TO POLICING

Installation of CCTV cameras around the Mangaung Metropolitan Municipality targeting the hotspots as identified by law enforcement agencies (SAPS, *etc.*). This will in future be utilised for traffic violations supplemented by, ***speed law enforcement cameras***. The implementation of such measures have resulted in a decline of motor accidents and behavioural change of motorists.

The City has deployed Traffic Wardens in the three regions Thaba Nchu, Botshabelo, Soutpan, Dewetsdorp, Wepener, Van Stadensrus and Bloemfontein working on two shifts system, doing speed enforcement, execution of warrants of arrest, general law enforcement, attending to complaints, escorts of funerals and VIP's, attending to accidents and community complaints, escorting of political and non-political marches and re-routing of traffic during events e.g. road races, soccer and rugby.

Law Enforcement

Law Enforcement officers are deployed in the regions Thaba Nchu, Botshabelo, Soutpan, Dewetsdorp, Wepener, Van Stadensrus and Bloemfontein. These units work on a four shift system. Units comprises of the following: - Operational unit; Shifts; Reaction group; Dog unit; Investigation unit; Administration unit and Social crime prevention unit

Table 3.54: SERVICE DELIVERY OBJECTIVES FOR SAFETY AND SECURITY

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
Law enforcement measures	Enhance visible policing	Number of CCTV cameras installed	CCTV cameras installed	New Project	Install additional 25 CCTV cameras in hotspots identified in conjunction with SAPS	15 Cameras installed	-10 cameras installed	New crime hotspots were identified. Public Safety engaging with Eskom to fast track the power supply to the poles where cameras will be mounted
		Number of speed fines issued	Number of notices issued to speeding transgressors	172 266 speed fines issued.	120 000 speeding fines to be issued (per annum)	43263 speeding fines to be issued (per annum)	-76737 speeding fines to be issued (per annum)	Procurement processes have been started for installation of cameras linked to traffic contravention system
		Number of street trading operations conducted	Street trading operations conducted	32 street trading operations conducted	15 Street Trading operations to be conducted (per annum)	14 Street Trading operations to be conducted (per annum)	-1 street trading operation	Scheduled operational plan for implementation of operations in the next financial year.

Table 3.55: EMPLOYEES: POLICE OFFICERS/TRAFFIC AND SECURITY OFFICERS

Employees: Traffic					
Job Level	Year -1 (2015/16)	Year 2016/17			
Police	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
Administrators	No.	No.	No.	No.	%
0 – 3	1	4	4	0	0
4 – 6	7	2	2	0	0
7 – 9	20	259	110	149	57%
10 – 12	84	65	28	37	56%
13 – 15	13	11	5	6	54%
16 – 18	3				
Total	128	341	149	192	

Table 3.56: FINANCIAL PERFORMANCE: POLICE/TRAFFIC AND SECURITY

Operational Budget	2016/2017				
	Original Budget	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue,	-52,670,499	(98 340 051)	(98 340 051)	(40 898 317)	(57 441 734)
Expenditure:					
Employees	80,569,157	112 610 901	112 610 901	97 156 081	15 454 820
Repairs and Maintenance	12,917,282	39 750 598	50 332 177	54 532 290	(4 200 113)
Other	54,264,983	59 732 810	58 708 159	6 496 502	52 211 657
Total Operational Expenditure	147,751,422	212 094 309	221 651 237	158 184 873	63 466 364
Net Operational Expenditure	95,080,923	113 754 258	123 311 186	117 286 557	6 024 629

Table 3.57: CAPITAL EXPENDITURE: POLICE/TRAFFIC AND SECURITY

Capital Projects	2016/2017			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Total All	52 801 287,00	28 946 306,00	49 627 729,01	20 681 423,01
CCTV	5 787 000,00	3 287 000,00	395 282,62	2 891 717,38

OVERRRALL PERFORMANCE OF SAFETY AND SECURITY

In the financial year under review the city has conducted (14) street trading operations and installed additional 15 CCTV cameras. The city has also issued notices on traffic violations by issuing 43263 speed fines.

3.15 FIRE

The Fire and Rescue Services aims to prevent fires. Focus is thus placed on fire prevention and public education / awareness with emergency response being the last line of defence.

During the period under review 2 423 inspections were conducted at premises to which the general public has access. The aim of these inspections is to ensure compliance with statutory fire safety measures. During the same period 489 Health Care Workers were trained in basic fire safety and evacuation procedures and 646 persons from the industrial and commercial community trained. Focus was also placed on public fire safety awareness with a total of 14 campaigns being conducted. The Fire and Rescue Service also participated in the Bloem Show.

Table 3.59: FIRE SERVICE POLICY OBJECTIVES TAKEN FROM THE IDP

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Corrective Action	Variance
To limit the number of fire deaths resulting from accidental fires in residential buildings	Ehrlichpark Fire Station: Hot Fire Training facility: upgrade	detailed design for upgrading of Ehrlichpark Fire Station: Hot Fire Training facility	Design report	New Project	Completion of designs and specifications for conversion of props from paraffin to Liquefied Petroleum Gas	Not achieved	Completion of designs and specifications for conversion of props from paraffin to Liquefied Petroleum Gas	Expedite procurement process in the new FY
	Construction of fire station in Botshabelo	100% completion of fire station in Botshabelo	completion certificate	New project	Earthworks and foundations completed.	Not Achieved	Earthworks and foundations completed	To be implemented in the next MTREF period
	Construction of fire station in Langenhovenpark/ Cecilia	detailed design for fire station in Langenhoven park/Cecilia	design report	New Project	Completion of designs and specifications	Not Achieved	Completion of designs and specifications	To be implemented in the next MTREF period

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Corrective Action	Variance
	Delivery of Operational Fire and Rescue Services in the entire MMM area complying to SANS 10090	Number of fire and rescue emergency calls responded to in compliance with SANS 10090 i.r.o: <ul style="list-style-type: none">• Weight of response• Turn out time	Report on fire and rescue emergencies responded to in compliance with SANS 10090 i.r.o: <ul style="list-style-type: none">• Weight of response• Turn out time	8.7 out of 10 (729 out of 831)	7.5 out of 10	8.42 out (540 of 10 out of 641)	+0.92 Positive	None Required
	Delivery of a pro-active Fire Safety Service to MMM through regular inspections and scrutiny of building plans	Number of inspections at High Risk Premises	Inspections conducted	95 fire safety inspections at High Risk Premises	90 Inspections conducted	94 Inspections conducted	+4 Inspections conducted	An additional inspector has been transferred to the Fire Safety Section in order to capacitate the Section

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Corrective Action	Variance
		Number of inspections at Moderate Risk Premises	Inspections conducted	306 of fire safety inspections at Moderate Risk Premises	250 Inspections conducted	264 Inspections conducted	+14 Inspections conducted	An additional inspector has been transferred to the Fire Safety Section in order to capacitate the Section
		Number of inspections at Low risk Premises	Inspections conducted	2155 fire safety inspections at Low Risk Premises	1800 Inspections conducted	2065 Inspections conducted	+265 Inspections conducted	An additional inspector has been transferred to the Fire Safety Section in order to capacitate the Section
		Number of building plans submitted scrutinized for compliance with statutory fire safety measure within 5 working days.	Building plans submitted and scrutinized	N/A	8 out of 10	10 out of 10 (223 out 223)	+2 Positive	None Required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Corrective Action	Variance
		Number of Fire Safety Compliance Certificates inspections conducted within 2 working days after receipts of request	Fire Safety Compliance Certificates	100% (320 out of 320) of Fire Safety Compliance Certificates inspections conducted within 2 working days after receipt of request	7 out of 10	9.74 out of 10 (207 out of 213) Compliance Certificate inspections conducted within 2 working days after receipt of request	+2.74 Positive	None Required
	Educating key target groups such as health care workers, learners at school and vulnerable members of the community in fire safety	Number of fire safety public awareness contact sessions with MMM Commerce and Industry Institutions	Public awareness contact sessions conducted.	N/A	6 Public awareness contact sessions conducted.	14 Public awareness contact sessions conducted.	+8 Public awareness contact sessions conducted.	None Required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Corrective Action	Variance
		Number of Health Care facility staff members trained in fire safety and evacuation procedures	Health Care facility staff trained	206 Health Care Facility staff members trained	250 Health Care facility staff trained	489 Health Care facility staff trained	+239 Health Care facility staff trained	None Required
		Number of public outreach events aimed at creating public awareness i.r.o. Fire	Public outreach events conducted	30 public outreach events conducted	6 Public outreach events conducted	9 Public outreach events conducted	+3 Public outreach events conducted	None Required
		Number of persons from the industrial and commercial community trained	Industrial and commercial community trained	N/A	200 Industrial and commercial community trained	646 persons from Industrial and commercial community trained	+446 persons from Industrial and commercial community trained	None Required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Corrective Action	Variance
	Skills enhancement and maintenance of Fire fighting Staff	Number of training courses presented	Training courses presented	22 training courses presented	3 Training courses presented	9 Training courses presented	+6 Training courses presented	None Required

Table 3.60: EMPLOYEES: FIRE SERVICES

Employees: Fire Services					
Job Level	Year -1 (2015/16)	Year 2016/17			
Fire Fighters	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
Administrators	No.	No.	No.	No.	%
0 – 3	1	2	2	0	0
4 – 6	4	14	7	7	50%
7 – 9	31	235	135	100	42%
10 – 12	112	12	3	9	75%
13 – 15	0	19	8	11	57%
16 – 18	9				
Total	157	282	155	127	

Table 3.61: FINANCIAL PERFORMANCE: FIRE SERVICES

Financial Performance Year: Fire Services					
R'000					
Details	30/06/2016	30/06/2017			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	-514,018	(802 825)	(802 825)	(502 530)	(300 295)
Expenditure:					
Fire fighters	54,226,370	71 576 335	70 038 360	59 092 934	10 945 426
Repairs and Maintenance	436,509	1 201 089	693 384	183 365	510 019
Other	3,181,118	5 940 694	5 451 197	3 033 656	2 417 541
Total Operational Expenditure	57,843,997	78 718 118	76 182 941	62 309 955	13 872 986
Net Operational Expenditure	57,329,979	77 915 293	75 380 116	61 807 425	13 572 691

Table 3.62: CAPITAL EXPENDITURE: FIRE SERVICES

Capital Projects	Year 2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Total All	52 801 287,00	28 946 306,00	49 627 729,01	20 681 423,01
FIRE STATION LANGENHOVENPARK/CECILIA	700 000,00	700 000,00		700 000,00
FIRE STATION BOTSHABELO	6 000 000,00	2 000 000,00		2 000 000,00

COMMENT ON THE PERFORMANCE OF FIRE SERVICE OVERALL

The City continues to provide effective fire service and out of 14 set performance target 11 were met for the period under review. Construction of an additional fire station in the South Eastern Area has been completed and when opened will considerably reduce response times to incidents in the area. Four specialist emergency vehicles were replaced during the period under review which contributed positively to the fleet availability.

3.16 DISASTER MANAGEMENT

The Disaster Management sub-directorate is performing its functions and duties in accordance with the Disaster Management Act 2005 (57/2002). MMM established a Disaster Management Centre that is the focal point for all disaster related management activities. It effectively renders a critical service to the community relating to call receiving and dispatching emergency resources to all types of emergency and disaster incidents. The centre is making use of an Intelligence Information Management System (IIMS) to capture all information. Call Centre Operators are deployed 24/7 on a shift system. Ninety two percent (92%) of all calls received relating to emergency incidents were dispatched within 3 minutes to emergency functionaries (Fire & Rescue and Public Safety).

The top 3 service delivery priorities are:

- a) Enhance emergency preparedness;
- b) Ensure prompt and appropriate response to emergency incidents; and
- c) Ensure prompt and appropriate post incident recovery.

Disaster Management encompasses a continuous, integrated, multi-sectoral and multi-disciplinary process of planning and implementation measures incorporating strategies for pre disaster risk reduction as well as post disaster recovery, aimed at:

- preventing or reducing the risk of disasters;
- mitigating the severity or consequences of disaster;
- emergency preparedness;
- rapid and effective response to disasters; and
- post disaster recovery and rehabilitation.

Checklists and measurements were implemented to ensure compliance with standards set to ensure service delivery. Disaster Management staff are involved in public education programmes to enhance community resilience against disasters and negative effects thereof. The City is in its strides to comply with National Legislation relating to risk reduction and response and has complied and completed the following:

- Disaster Management Plan;
- Disaster Management Framework; and
- Risk and Vulnerability Assessment.

Table 3.63: SERVICE DELIVERY OBJECTIVES FOR DISTASTER MANAGEMENT

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
Prevent or reduce losses that occur due to natural or man-made disaster through preparedness, mitigation, response and recovery	Establishing necessary institutional arrangements	Established MMMDAF	MMMDAF established (Mangaung Metro Municipality Disaster Advisory Forum)	New Project	Establishment of the MMMDAF	MMMDAF not established. Proposed list of stakeholders already identified and Terms of Reference established.	Establishment of the MMMDAF	Forum to be established in the 1st quarter of financial year 2017/2018
	Effective and efficient dispatching of emergency resources	Number of fire and rescue calls to which resources are dispatched within 3 minutes	Logged fire and rescue calls	8.59 out of every 10 calls, resource dispatched within 3 minutes	Number of emergency calls received are dispatched within 3 minutes (8 out of 10)	8.85 out of 10	Positive +0.35	None Required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
	Customer satisfaction with services rendered by the Control Centre	Percentage of callers polled indication their satisfaction with the service rendered by the Control Centre.	Customer satisfaction survey Report	10 out of 10 [100%]	95% of callers polled indicating their satisfaction with the services rendered	100% callers polled indicating their satisfaction with the services rendered	+5% callers polled indicating their satisfaction with the services rendered	None Required
	Attendance of Joint Operations Centre (JOC) at public events at: All Stadia in MMM; All venues (capacity more than 2000 persons)	Percentage of JOC attendance at public events	JOC attendance at public events	100%	90% attendance at public events	100% attendance at public events	+10% attendance at public events	None Required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
	Preventing or reducing the risk of disasters through safety and grading certification of venues in terms of the SASREA	Number of Safety and Grading Certificates issued within 2 weeks after applications received.	Safety and Grading Certificates issued	New Project	10 out of 10	10 out of 10	None	None Required
	Development of contingency plans for municipal work places	Number of municipal workplaces with completed contingency plans	Contingency Plans completed	New Project	Completion of contingency plans of Ten (10) workplaces	11 contingency plans of Ten (10) workplaces	+1 contingency plans of Ten (10) workplaces	None Required
	Educating the public on Disaster risk management	Number of Disaster Risk Management Education and Awareness Campaigns conducted	Disaster Risk Management Education and Awareness Campaigns conducted	New Project	6 Campaigns conducted	9 campaigns conducted	+3 campaigns conducted	None Required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
	Conduct disaster risk assessments after disaster or emergency incident occurs	Number of Disaster Risk Assessments conducted within 48 hours after disaster or emergency incident occurred	Disaster Risk Assessments within 48 hours after disaster or emergency incident occurred conducted	New Project	10 out of 10	10 out of 10	None	None Required

Table 3.64: EMPLOYEES DISASTER MANAGEMENT

Employees: Disaster Management, Animal Licensing and Control, Control of Public Nuisances, Etc.					
Job Level	Year -1 (2015/16)	Year 2016/17			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	1	3	1	2	66%
4 – 6	0	8	1	7	87%
7 – 9	8	66	15	51	77%
10 – 12	7	9	1	8	88%
13 – 15	1				
16 – 18	0				
Total	17	86	18	68	

Table 3.65: FINANCIAL PERFORMANCE DISASTER MANAGEMENT

Financial Performance: Disaster Management, Animal Licensing and Control, Control of Public Nuisances, Etc.					
R'000					
Details	30/06/2016	30/06/2017			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	-52,670,499	(21 600)	(21 600)	-	(21 600)
Expenditure:					
Employees	80,569,157	13 772 556	12 878 188	8 445 043	4 433 145
Repairs and Maintenance	13,096,925	1 407 938	3 054 464	2 825 070	229 394
Other	54,264,983	833 873	846 649	392 063	454 586
Total Operational Expenditure	147,931,065	16 014 367	16 779 301	11 662 175	5 117 126
Net Operational Expenditure	95,260,566	15 992 767	16 757 701	11 662 175	5 095 526

COMMENT ON THE PERFORMANCE OF DISASTER MANAGEMENT OVERALL

The City is performing well in relation to disaster management services and the set measurable performance targets are being met. Ninety two (92%) of calls received are dispatched within 3 minutes. This is well above the 80% target, enhancing emergency services to respond quickly to incidents.

COMPONENT H: SPORTS AND RECREATION

3.17 INTRODUCTION TO SPORT

Mangaung Metropolitan Municipality has set itself a lofty ideal of being a “Sporting Mecca” through supporting sport development. The Sport and Recreation South Africa (SRSA) has undertaken to deal only with recognized legitimate structures and people interested in sport need to belong to such a structure.

The City has the responsibility of initiating programmes. Delivery of sport is the competency of the various federations, and delivering mass based sport is the function of Government.

NSRDP (National Sport & Recreation Development Plan) is the guiding and working document in SA

Table 3.66: SERVICE DELIVERY OBJECTIVES FOR SPORTS AND RECREATION

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
Maximize usage of sporting, social facilities	Rehabilitating of existing sports social facilities	Number of sporting and social facilities to be rehabilitated <ul style="list-style-type: none"> • Construction of a new community centre in thaba nchu • Johnson Bendile stadium: construction • Multipurpose centre: grassland 2 • Rehabilitation of Arthur Nathan swimming 	Completion certificates	N/A	10 social and sporting amenities rehabilitated.	2 x Social amenity: Billy Murison & Johnson Bendile Stadium	-8 social and sporting amenities rehabilitated.	To be expedited in the new Financial Year 2017/18

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
		pool <ul style="list-style-type: none"> • Rehabilitation of freedom square sport centre • Renovation of historical building: city hall • Upgrading of billy murison stadium • Upgrading of botshabelo stadium • Upgrading of mmabana stadium Upgrading of selosesha stadium						

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
		Upgrading of Municipal Buildings	Completion Certificate	N/A	3 x Regional Offices	Not achieved	-3 x Regional Offices	To be expedited in the new Financial Year 2017/18
		Construction of new Municipal Building	Progress Report	N/A	1 x Building	50% of new office block and clock room at Botshabelo	-50% of new office block and clock room at Botshabelo	To be expedited in the new Financial Year 2017/18

Table 3.67: EMPLOYEES: SPORT

Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 – 3	1	1	0	0
4 – 6	3	2	1	33%
7 – 9	0	0	0	0
10 – 12	5	5	0	0
13 – 15				
16 – 18				
Total	9	8	1	

Table 3.68: FINANCIAL PERFORMANCE SPORTS AND RECREATION

Financial Performance: Sport and Recreation					
R'000					
Details	30/06/2016	30/06/2017			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	-7,301,883	(7 028 405)	(7 028 405)	(5 394 576)	(1 633 829)
Expenditure:					
Employees	51,897,522	33 015 142	32 165 721	25 734 001	6 431 720
Repairs and Maintenance	8,030,731	15 251 247	13 370 174	10 579 970	2 790 204
Other	46,890,555	13 894 047	13 336 745	6 409 602	6 927 143
Total Operational Expenditure	106,818,808	62 160 436	58 872 640	42 723 573	16 149 067
Net Operational Expenditure	99,516,925	55 132 031	51 844 235	37 328 997	14 515 238

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

INTRODUCTION TO CORPORATE POLICY OFFICES

The role of the unit is to provide the following services:

- To ensure effective management of the city addressing agreed political priorities.
- To ensure that the operation of the city is restructured to deliver effectively.
- To ensure that citizens are given sufficient information, opportunity and encouragement to participate in and influence the affairs of the municipality.
- To ensure that the municipality will use information and communication technology effectively to assist in decision making, in working efficiently , and in delivering services more effectively to clients.
- To promote the overall wellness of MMM staff and provide support systems to maintain such.

3.18 EXECUTIVE AND COUNCIL

- To ensure that MANGAUNG has an Integrated Development Plan (IDP) and Budget agreed with all stakeholders, and in which communities have participated, which addresses the challenges of growth and redistribution.
- To ensure that residents are aware of the policies, services and activities of the municipality.
- To ensure that residents are aware of the activities of the municipality.

Table 3.69: SERVICE DELIVERY OBJECTIVES OF EXECUTIVE AND COUNCIL

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
Provide strategic leadership and planning with well-defined targets aligned to the budget	Provide strategic leadership, involvement and planning	Reviewed 2017/18 Integrated Development Planning, SDBIP and business plans	Approved IDP 2017/18	Approved IDP 2016/17	Reviewed IDP 2017/18	Reviewed IDP 2017/18	None	None
		Service delivery and budget implementation plan (SDBIP) compiled annually	Approved SDBIP 2017/18	Approved SDBIP 2016/17	2017/18 SDBIP developed and approved by the Executive Mayor 28 days after the approval of the IDP and budget	2017/18 SDBIP developed and approved by the Executive Mayor 28 days after the approval of the IDP and budget	None	None
		Mid-year budget and performance assessment report developed	Approved mid-Year 2016/17	Approved Mid-year	2016/17 mid-year budget and performance assessment report	2016/17 mid-year budget and performance assessment report	None	None

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
Strengthen community involvement to participate in the affairs of the municipality and influence resource allocation	Enhance public participation in the affairs of the municipality	number of clustered ward based plans developed and approved by council	ward based plans implemented	Not Achieved	12 clustered ward based plans	Not achieved	-12 clustered ward based plans	To be implemented in the 2017/18 Financial Year
Strengthening International relations	Number of twining with other cities	Number of MOU entered into	MOU with African City	Not Achieved	1 MOU with an African city	Not achieved	-1 MOU with an African city	To be implemented in the 2017/18 Financial Year
Strengthening Intergovernmental Relations	Start collaborating on planning of projects	There will be cooperation agreements entered into.	MOU with departments	MoU signed with the Central University of Technology	2 MoU's with provincial departments	Not achieved	-2 MoU's with provincial departments	To be implemented in the 2017/18 Financial Year
Strengthen and reactivate the knowledge management and innovation programme in the city	Develop a knowledge management action plan	Knowledge Management Strategy developed and updated	Knowledge Management Strategy	N/A	100% Implementation of Knowledge Management Strategy	KM Strategy Reviewed Action Plan Implementation	None	None

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
	Develop case studies	Number of Case Studies developed	Case studies developed	N/A	2 case studies developed	Case studies presented at the National KMRG 1. MMM Spatial Portal 2. Manguang Knowledge Champions	None	None
	Unearth innovation in the city through fostering partnership with institutions of higher learning (CSR, SACN and UCLGA)	100% implementation of agreement on innovation with partners	MoUs Close out reports	Community Orientated primary health care with, Universities of Pretoria and UFS and the Department of Health MOU with CUT on Innovation and Entrepreneurship.	40% implementation of agreement on innovation with partners	SMME implementation agreement on training of Cooperatives through CUT/ENACTUS completed Project planning phase for MMM's Data Almanac with SACN completed	Discussions with other partners are in place – no formal agreements signed yet	To finalise agreements with other partners

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
	Enhancing interface with Citizen	Quality of Life Survey conducted	Quality of Life Survey Report	Terms of reference developed and proposals requested from 3 institutions of higher learning	Published survey report	Not achieved	Published survey report	To be implemented in the 2017/18 Financial Year
Strengthen performance management system	Improve performance management and accountability	Performance management system is embedded within the institution through training and induction	Performance Reports	8 reports developed	5 performance reports developed	5 performance reports developed	None	None
To improve public transport system and services	Implementation of Integrated Public Transport Network (IPTN) with Non-Motorised Transport Initiatives	Council approved Operational and Business Plans	Council Approval	N/A	Approved Operational and Business Plans by Council	Draft Operational Plan submitted to MAYCO for discussion. Business Plan still awaiting finalization of Surveys.		

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
		100% completion of section 78 processes of System Act irt or Public Transport System	Council approved section 78 process of MSA report	N/A	Section 78 investigation concluded	Not achieved	Section 78 investigation concluded	To be expedited in the next financial year
		Signed Memorandum of Agreement (MoA) with Taxi Industry on the Public Transport System	Signed MoA by City Manager and the Taxi Industry on the Public Transport System	N/A	Signed MOA	Not achieved	Signed MOA	To be expedited in the next financial year
		Negotiated Bus Operating Company Agreement (BOCA) to be entered into by Operators in terms of section 41 of the National Land Transport Act (NLTA)	Negotiated Bus Operating Company Agreement (BOCA	N/A	Negotiated Bus Operating Company Agreement (BOCA) to be entered into by Operators	Not achieved	Negotiated Bus Operating Company Agreement (BOCA) to be entered into by Operators	To be expedited in the next financial year

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
		100% completion of IPTN Phase 1 trunk routes	Percentage Completion of Kilometres for Trunk Route (Bi-directional dual lanes).	80% completion of IPTN Phase 1 Trunk routes	1.2 km of Maphisa Road	1.2 km of Maphisa Road completed		
		50% completion of Maphisa/Forthare BRT phase 2, fully compliant to Universal Accessibility Specifications	Percentage Completion of Kilometres for Trunk Route (Bi-directional dual lanes).	N/A	3 km of Fort Hare/Harvey Road upgraded	30% km of Fort Hare/Harvey Road upgraded	-70% km of Fort Hare/Harvey Road upgraded	The contractor has put corrective measures to deliver timeously. The consulting Engineers have also committed to steering the contractor in the right direction to meet the target.
		100% completion of Park Road Non-Motorised Transport (Pedestrian and Cycling) fully compliant to Universal Accessibility Specifications	Percentage Completion of Kilometres for Non-Motorised Transport Routes	N/A	Construction of Pedestrian Walkways & Cycling lanes with associated roads furniture	40% Construction of Pedestrian Walkways & Cycling lanes with associated roads furniture	-60 % Construction of Pedestrian Walkways & Cycling lanes with associated roads furniture	Project to be expedited after delays due to labour disruptions

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
		100% completion of Elizabeth Road Non-Motorised Transport (Pedestrian and Cycling) fully compliant to Universal Accessibility Specifications	Percentage Completion of Kilometres for Non-Motorised Transport Routes	N/A	Construction 1.5 km of Pedestrian Walkways & Cycling lanes with associated roads furniture	Not achieved	-1.5 km of Pedestrian Walkways & Cycling lanes with associated roads furniture	To be expedited in the next financial year

3.19 FINANCIAL SERVICES

The office coordinates all the functions such as budgeting, accounting, analysis, financial reporting, cash management, debt management, supply chain management, financial management, etc.



Table 3.71: SERVICE DELIVERY OBJECTIVES OF FINANCE IN THE IDP

IDP OBJECTIVE	Strategy	KPI	Units of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
Improve customer satisfaction	Improve billing system	Percentage increase on number of customers receiving accurate bills	increase on number of customers receiving accurate bills	19% of accounts estimated	Reduce the interim meter readings to 10%	There is a total of 145 248 meters on the financial system. In April 24 713 Meters was estimated (17%). In May 39 742 Meters were estimated (27.36%). In June 107 999 Meters were estimated (74.35%).	April – (7%) May – (17.36%) June – (64.35%)	The main reason for the decrease is the labour action. As can be seen from the different months as the labour action continued, the decrease was also noted. Progress is also made with regards to meter books in cycle 107 and correcting them on the financial system as well as follow up on long unread accounts.
				90% of accounts issued to correct addresses	95% of consumer accounts are issued to correct addresses	98.44% of consumers accounts were issued to correct addresses.	+3.44% of consumers accounts were issued to correct	None
	Improve revenue collection	Collection rate to be improved from 87.06% -93.7%	Percentage Collection rate to be improved	87.06%	93.7% collection rate	97.0% collection rate	+3.3% collection rate	Top 100 Business were disconnected and payments were received

IDP OBJECTIVE	Strategy	KPI	Units of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
		Number of handed over accounts successfully collected	handed over accounts successfully collected	6 180	8 000 accounts	35 330 accounts successfully collected	+33 330 accounts successfully collected	Indigent write off, debt older than 3 years written off and handover collections was implemented
		Number of defaulting businesses litigated	defaulting businesses litigated	2 258	300 defaulting businesses litigated	218 defaulting businesses litigated	+143 defaulting businesses litigated	Disconnections and litigations were implemented.
		Number of defaulting domestic customers garnished	defaulting domestic customers garnished	2 658	500 defaulting customers garnished	32 defaulting customers garnished	+118 defaulting customers garnished	Disconnections and litigations were implemented.
Prudent fiscal management	Quality and frequent financial reporting	% operation and capital expenditures against the budget (from 80%)	operation and capital expenditures against the budget	95%	95% operation and capital expenditures against the budget	Opex – 105.16% Capex – 91.96%	+10.16% -3.04%	Increased budgetary provision for debt and assets impairment.
Prudent fiscal management	Implement clean audit initiatives	An improved audit outcome	Audit report	Financial Unqualified Report	Financial Unqualified Report	N/A	N/A	N/A
	To ensure procurement processes which complies fully with the SCM policy	Percentage increase in complying with SCM policy prohibiting the awarding tenders to persons in the employ of state.	no finding by AG on this matter	100%	100% compliance	100% compliance	None	None

IDP OBJECTIVE	Strategy	KPI	Units of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
		Total values of irregular, fruitless and wasteful expenditure identified by auditor general as a % operating budget.	% of irregular expenditure	0%	0% Irregular Expenditure	0% Irregular Expenditure	None	None
Prudent fiscal management	Cost Coverage (NKPI)	cost Coverage ratio	Number of months	1.03 months	> 3 months	0.38 months	2.62 months	Stringent cost containment measures and aggressive cash collection approach.
Prudent fiscal management	Pay creditors on time as per MFMA	Number of days it takes to pay creditors	% of creditors paid within 30 days	Not all creditors are paid within 30 days	Creditors paid within 30 days of receipt of invoice by Finance	68.35%	-31.65%	Continued improvement in the liquidity position and timely submission of invoices by the users.
Prudent fiscal management	Budget prepared and submitted in line with MFMA requirement	Number of budgets submitted to National Treasury	Number of budgets submitted	All Budgets prepared and submitted in line with MFMA requirements	Credible and funded Draft, Revised and Final Budget submitted	2018 MTREF Budget & IDP were on the 31 May 2017	None	None
	Develop and review out-dated policies in the directorate	Number of reviewed policies approved by Council	Number of policies	16 Budget related policies amended and adopted where necessary	Number of reviewed policies approved by Council	9 Budget related policies were reviewed and approved by Council.	-7 Budget related policies were reviewed and approved by Council.	None.

IDP OBJECTIVE	Strategy	KPI	Units of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
	Improved Credit Rating	Long term and short term credit rating	Section 71 report	A3 (negative outlook)	A3.za	Long term issuer rating was revised from A3 in April 2015 to Ba1 in May 2016 and to Ba2 in June 2017 due to South Africa's national rating scale.	From A3.za to Ba2	<p>Internal Factors:</p> <ul style="list-style-type: none"> -Improve financial performance focusing on the following: -Revenue Enhancement -Cost Containment -Efficiency to avoid wastages -Improved audit outcomes <p>External Factors:</p> <ul style="list-style-type: none"> -Dependent on national economic policies and contribution by other Metros towards improvement of national economy
Revenue Enhancement	Collect all collectable revenue and Leverage alternative sources of funding	Amount of externally sourced funds Increasing revenue base by accounting for unaccounted services	Section 71 report	Tender for sourcing of R500 million loan	R 500 Million	R500m loan obtained for the current financial year (The facility was approved by Council in October 2016)	None	None
Revenue Enhancement Develop new valuation roll based on the	Valuation roll compiled and revisions made annually	Number of Valuation roll compiled and revisions made annually	Number of valuation Rolls	Municipal Valuer appointed	New Valuation Roll ready for implementation	New General Valuation Roll ready for implementation on 1 July 2017	None	None

IDP OBJECTIVE	Strategy	KPI	Units of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
site and any improvements made	Interim valuation roll prepared and implemented bi-annually	Number of Interim valuation roll prepared and implemented bi-annually	Number of Interim valuation rolls implemented	1 Interim valuation roll implemented	Interim valuation rolls implemented bi-annually	1 Interim Valuation Roll ready for implementation on 1 July 2017	None	None
Develop an effective asset management programme	Develop a Fixed Asset Register which records all municipal Assets	Number of updates of Fixed Asset Register	monthly Fixed Asset Register updates	12 FAR updates	12 FAR updates	Fixed asset register updated on a monthly basis Registers finalised at year end	None	None
	Periodic physical asset counts and impairment tests	Number of asset count conducted	Report on the annual asset count submitted to council	1 Complete count of all movable and immovable assets	2 Complete counts of all movable and immovable assets mid-year and at year-end.	Asset verification process concluded 30 June 2017 Room inventory lists printed and distributed	None	None
Prudent fiscal management	To ensure procurement processes which complies fully with the SCM policy	All risks of awarding tenders to employees of state is eliminated	Section 71 report	100% compliance	100% compliance	100% compliance	None	None
		All contracting is done in accordance to SCM policy	% of awarded contracts in line with SCM regulations	100% of awarded contracts in line with SCM regulations	100% Compliance	100% compliance	None	None

IDP OBJECTIVE	Strategy	KPI	Units of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
	Cash flow	Budgeted cash flow versus actual cash flow reports	Section 71 report	Positive cash flow	Positive cash flow monthly throughout the year	The municipality maintained positive cash flow throughout the 2016/17 financial year	None	None

Table 3.72: EMPLOYEES FINANCIAL SERVICES

Employees: Financial Services					
Job Level	Year -1	Year 2016/17			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	18	34	20	14	41%
4 - 6	46	76	36	40	52%
7 - 9	79	183	114	69	37%
10 - 12	115	129	85	44	34%
13 - 15	16	29	13	16	55%
16 - 18	10				
Total	284	451	268	183	

Table 3.73:	FINANCIAL PERFORMANCE: FINANCIAL SERVICES				
Financial Performance: Financial Services					
R'000					
Financial Performance: Financial Services	30/06/2016	30/06/2017			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	-1,119,600,769	(1 288 058 527)	(1 303 778 068)	(1 358 910 880)	55 132 812
Expenditure:					-
Employees	103,862,839	143 520 770	143 517 770	112 955 046	30 562 724
Repairs and Maintenance	77,051	98 587 398	106 881 448	92 870 222	14 011 226
Other	212,932,871	15 064 063	6 773 013	5 332 929	1 440 084
Total Operational Expenditure	316,872,761	257 172 231	257 172 231	211 158 197	46 014 034
Net Operational Expenditure	-802,728,008	(1 030 886 296)	(1 046 605 837)	(1 147 752 683)	101 146 846

Table 3.74: CAPITAL EXPENDITURE FINANCE

Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Total All	3 162 300	1 662 300	10 263 821	(8 601 521)
OFFICE FURNITURE	2 662 300	1 162 300	1 420 662	(258 362)
ASSET MANAGEMENT SYSTEM	500 000	500 000	-	500 000

3.20 HUMAN RESOURCES SERVICES

The strategic objective of human resource management is to lead, manage and direct human resource functions within the MMM through the following:

- a) Labour relations;
- b) Occupational health and wellness;
- c) HR benefits;
- d) Work study;
- e) Job evaluation;
- f) Payroll Management;
- g) Safety and loss control;
- h) HR Systems;
- i) Individual performance Management; and
- j) Employment.

SERVICE DELIVERY OBJECTIVES FROM THE IDP HUMAN RESOURCES COMMENT ON PERFORMANCE OF HUMAN RESOURCES SERVICES OVERALL

The City has succeeded in restoring and improving labour relations. Workplace Skills Development Plan has been developed, ratified by labour and subsequently approved by the Local Government Sector Education Training Authority (LGSETA). In pursuit of developing its Human Capital, the City has implemented 80% of its workplace skills plan. Training programmes approved by LGSETA have been implemented.

Table 3.75: EMPLOYEES HUMAN RESOURCES SERVICES

Employees: Human Resource Services					
Job Level	Year -1 (2015/16)	Year 2016/17			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	11	7	6	1	14%
4 - 6	26	21	15	6	28%
7 - 9	23	21	19	2	9.5%
10 - 12	15	22	14	8	36%
13 - 15	1	1	1	0	0
16 - 18	1	1	0	1	100%
Total	77	73	55	18	

Table 3.76: FINANCIAL PERFORMANCE: HUMAN RESOURCE SERVICES

Financial Performance: Human Resource Services					
R'000					
Details	30/06/2016	30/06/2017			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	-1,605,345	(15 115 459)	(15 115 459)	(19 299 780)	4 184 321
Expenditure:					-
Employees	19,694,165	135 869 030	136 049 944	120 908 680	15 141 264
Repairs and Maintenance	30802	36 577 039	44 540 169	93 219 663	(48 679 494)
Other	865281	66 864 551	53 901 421	77 124 762	(23 223 341)
Total Operational Expenditure	24,391,719	239 310 620	234 491 534	291 253 105	(56 761 571)
Net Operational Expenditure		224 195 161	219 376 075	271 953 325	(52 577 250)

3.21 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

The ICT Sub Directorate serves as the focal point for technology advancement in the institution. The ICT Sub Directorate provides control in areas of planning, operation, and maintenance of technology infrastructure, systems, and applications, provide value-added ICT services and solutions to all of the Marga Mangrove Metropolitan Municipality that enhances service delivery to the Metro.

Furthermore the ICT Sub Directorate is responsible for the institution's communications and computer systems, which include voice, and computer-based technologies. These services and technologies provide the MMM with the tools essential to effectively carry out day to day operations to support the overall MMM mission and goals.

The ICT Sub Directorate operates in a collaborative relationship with user departments by facilitating the identification of the appropriate technology and assisting users and management with the implementation of that technology. Although management should have the final say in application-specific decision, the ICT Sub Directorate should guide the selection process by defining standards. These standards are not hard and fast rules; rather a framework within which range of solutions are feasible, both from the functional perspective as well as ICT Sub Directorate technical support capabilities.

The ICT Sub Directorate shall work with all departments to develop Service Level Agreements to document the roles and responsibilities of the ICT Sub Directorate as well as those of the departments. Additionally shall the ICT Sub Directorate manage and measure its performance based on the roles and responsibilities defined.

Table 3.78: SERVICE DELIVERY OBJECTIVES OF ICT ROM IDP

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
Enhance IT governance and strategy and formulate governance plans and strategies, as well as accompanying policies and procedures, to concurrently enable the municipality to achieve its strategic vision,	Effective and efficient IT transmission in the MMM	ICT SECURITY EQUIPMENT		N/A	Procure and install ICT security equipment for 2 data centres	ICT firewall configured and installed at Fresh Produce Market Data Centre	None	None
		Telecom infrastructure support	Completion certificate	N/A	Procurement and installation of PABXs for 3 buildings	PABX not procured	Procurement and installation of PABXs for 3 buildings	To be accelerated in 2017/18 FY
		Data centre infrastructure	Completion certificate	N/A	Replacement and Maintenance of Uninterrupted Power supplies in 2 data centres and 1 remote site	UPS not procured	Replacement and Maintenance of Uninterrupted Power supplies in 2 data centres and 1 remote site	To be accelerated in 2017/18 FY
		Radio links	Completion certificate	N/A	Procurement and installation of Radio Links for 3 remote sites	Tender technical report was submitted to the bid evaluation committee	Procurement and installation of Radio Links for 3 remote sites	To be accelerated in 2017/18 FY

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
support audit requirements, manage risk, and exhibit responsible financial management		Network infrastructure support	Completion certificate	N/A	Procurement and Upgrade Infrastructure Switches to Power over Ethernet switches at 3 buildings	POE switches not installed	Procurement and Upgrade Infrastructure Switches to Power over Ethernet switches at 3 buildings	To be accelerated in 2017/18 FY

Table 3.79: EMPLOYEES: ICT SERVICES

Employees: ICT Services					
Job Level	Year -1	Year 2016/17			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	4	1	3	75%
4 - 6	11	21	14	7	33%
7 - 9	23	38	23	15	39%
10 - 12	9	12	8	4	33%
13 - 15	2				
16 - 18		2	2	0	0
Total	46	77	48	29	

Table 3.80: FINANCIAL PERFORMANCE: ICT

Financial Performance: ICT Services					
R'000					
Details	30/06/2015	30/06/2016			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	0	-	-	-	-
Expenditure:	0	-	-	-	-
Employees	19,042,662	28 921 330	28 921 330	22 311 671	6 609 659
Repairs and Maintenance	1,844,582	11 388 000	10 750 000	10 309 261	440 739
Other	44,134,266	39 965 547	45 603 547	27 825 756	17 777 791
Total Operational Expenditure	65,021,510	80 274 877	85 274 877	60 446 688	24 828 189
Net Operational Expenditure	65,021,510	80 274 877	85 274 877	60 446 688	24 828 189

Table 3.81: CAPITAL EXPENDITURE ICT SERVICES

Capital Projects	Year 2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Total All	32 159 070,00	37 949 430,00	58 360 442,44	-20 411 012,44
MANGAUNG FREE WIFI SERV	3 750 000,00	3 750 000,00	657 894,72	3 092 105,28
DESKTOPS AND LAPTOPS	500 000,00	700 000,00	512 785,65	187 214,35
NETWORK INFRASTRUCTURE SUPPORT	300 000,00	600 000,00	441 555,16	158 444,84

COMMENTS ON ICT

The strategic use of ICT resources to provide the most value to:

- Enable Council and employees to best serve their clients
- Increase the efficiency of our resources
- Deliver information and services to colleagues and the community
- Increase community access to information
- Ensure the availability and security of the network and systems
- Enable ease of obtaining and sharing of information
- Offer flexibility in the workplace
- Achieve ICT standardization where possible
- Better enable disaster recovery and business continuity of critical systems

3.22 LEGAL, RISK MANAGEMENT AND INTERNAL AUDIT SERVICES

Internal Audit

The municipality has established a functional Internal Audit Unit in terms of section 165(1) of the Municipal Finance Management Act, 56 Of 2003 (MFMA). To this end, the unit has carried out its functions as outlined in its Charter and section 165(2) of the MFMA.

Risk Management

The Municipal Finance Management Act (MFMA), Act 56 of 2003 stipulates that the municipality must maintain an effective, efficient, transparent and accountable system of Risk Management.

Legal Services

The Legal Services Sub-Directorate's main purpose is to provide a professional legal advice and assistance service to the municipality to ensure the proper protection of the municipality's interests and compliance with its obligations.

Table 3.83: SERVICE DELIVERY OBJECTIVES FOR LEGAL, RISK MANAGEMENT AND INTERNAL AUDIT SERVICES

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
Compliance to good governance through Enterprise Wide Risk Management	Pro Active Risk Management governance framework and processes	Number of Risk management report developed	Section 52 and Section 72	3 governance documents reviewed - 2015/16 Strategic Risk Registers reviewed and updated	5 reports on implementation of Risk Management and action plan	<p>1 Report on the Strategic Risk Register 2016/17 report re-evaluated with Social Services.</p> <p>Reviewed Draft Risk Management Policy, Strategy and Terms of Reference for the Risk Management Committee.</p> <p>Risk Management Report 2016/17 for the Audit Committee Meeting held on the 2nd June 2017.</p> <p>Appointment of the Risk Management Committee Chairperson.</p> <p>Held Piloting of the Risk Management with All Directorates with the National Treasury on the 16-17 May 2017.</p> <p>1 Risk Management Implementation Plan 2016/17 report.</p>	None	None

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
	Effective Anti-Fraud and Corruption prevention and response	Number of anti-fraud and corruption investigation concluded	Investigation report developed	3 Reports on Irregular Expenditure issued	Investigate all reported allegations of fraud and corruption incidences	7 reported allegations of fraud and corruption incidences Completed 10 Reported allegations of fraud and corruption incidents are been finalized. 12 Allegations of Fraud and theft received are being investigated	None	None
Maintaining strong and effective oversight structures	Establishment of effective, functioning Audit, Committees consisting of knowledgeable persons	Number of Audit Committee meetings fully operational and meeting at least 4 times annually	Fully operational Audit Committee	6 Meetings 27/08/15 09/10/15 06/11/15 03/12/15 27/01/16 29/03/16	At least four (4) meetings held	5 meetings held 30 August 2017 10 November 2017 3 March 2017 2 June 2017 30 June 2017	+1	None

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance 2015/16	Annual Target 2016/17	Actual Performance 2016/17	Variance	Corrective Action
Functional Internal Audit Activity,	Fully capacitated Internal Audit Activity consisting of competent and knowledgeable staff	Functional Internal audit activity operating according to the IIA Standards and approved risk based three year rolling strategic audit plan	Fully Functional Internal Audit	All planned audit assignments completed with the exception of IT Audit. A total of 31 Internal Audit Reports have been issued.	Completion of all planned annual internal audit assignments	23 internal audit assignments Completed	-3 internal audit assignments Completed	To be finalised during 1 st & 2 nd Quarter of the new Financial Year 2017/18

Table 3.84: EMPLOYEES INTERNAL AUDIT

Internal Audit					
Job Level	Year -1	Year 2016/17			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	3	3	0	0
4 - 6	8	11	6	5	45%
7 - 9	1	9	1	8	88%
10 - 12	1	1	1	0	0
13 - 15	0				
16 - 18	0				
Total	11	24	11	13	

COMMENT ON THE PERFORMANCE OF LEGAL, RISK MANAGEMENT AND INTERNAL AUDIT SERVICES OVERALL

Internal Audit

For the 2016/17 financial year, the Unit has completed 23 planned allocated audit assignments according to the approved Internal Audit Plan and due to complete 3 audit assignment in the first 2 quarters of the new financial year. The Unit has supported the municipality's Audit Committee during the period under review by providing secretariat services to the five (5) Audit Committee meetings held during the 2016/17 financial year.

Risk Management and Anti-Fraud

- 7 reported allegations of fraud and corruption incidences Completed and 10 Reported allegations of fraud and corruption incidents are being finalized.
- Reviewed Draft Risk Management Policy, Strategy and Terms of Reference for the Risk Management Committee. Risk Management Report 2016/17 for the Audit Committee Meeting held on the 2nd June 2017

Legal Services

- The provision of legal advice and assistance to the Council and the administration of the municipality to ensure the proper protection of the municipality's interests, and compliance by the municipality with its legal obligations and responsibilities.
- Compilation and promulgation of new and amendments to existing by-laws of the municipality to ensure that the municipality's by-laws cover all activities and areas that need regulation, are constantly reviewed and updated and properly.
- Handling of the litigation process for criminal or civil cases in which the municipality, councillors or officials may become involved in their official capacity to ensure that the municipality's interests are properly protected.

3.23 COMPREHENSIVE REPORT ON SDBIP 2016/17

EXECUTIVE SUMMARY OF REPORT

1. This report sets out performance against the Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP) for the period of 2016/17 financial year, i.e. 01 July 2016 to 30 June 2017. Performance is accounted based on the delivery of projects and/or services in the IDP and SDBIP for which the Mangaung Council is responsible.
2. The Service Delivery and Budget Implementation Plan (SDBIP) for 2016/17 identifies **172** Strategic performance measures with key projects and/or services that need to be implemented during the financial year. Each Department has its number of performance measures to be implemented as depicted below:

Departments	Performance Measures 2016/17
Planning	7
Economic and Rural Development	10
Engineering Services	18
Fleet and Solid Waste Management	6
Centlec	8
Strategic Projects	18
Social Service	36
Finance	23
Human Settlement	15
OCM	23
Corporate Services	8
Total	172

PURPOSE OF THE REPORT

3. This report on Service Delivery and Budget Implementation Plan (SDBIP) sets out performance against the Municipality's Integrated Development Plan as well as Service Delivery and Budget Implementation Plan for the period of 2016/17 financial year, i.e. 01 July 2016 to June 30, 2017.

BACKGROUND

8. The Integrated Development Plan is the key strategic, inclusive, and responsive performance driven document for the Municipality which extends over the five-year period. The Integrated Development Plan is focused on delivering the Council's eight delivery agenda points or strategic objectives, namely:

- a) Poverty eradication, rural and economic development and job creation;
- b) Financial sustainability (e.g. *revenue enhancement, clean audit*);
- c) Spatial development and the built environment;
- d) Eradication of bucket system and VIP toilets in Botshabelo, Mangaung and Thaba Nchu, focus on the basics, building solar farming, power plant feasibility study, safety and security;
- e) Human settlement;
- f) Public transport;
- g) Environmental management and climate change;
- h) Social and Community Services.

9. The Integrated Development Plan 2016/17 identifies projects and services which contribute to the achievement of the Municipality's objectives over the remaining term of Council. These projects and services are delivered using the approved Council Service Delivery and Budget Implementation Plan (SDBIP), which has been used successfully to improve performance in the previous financial years in strategic areas of Council's work. The Service Delivery Budget Implementation Plan also contains a series of performance targets, projects and services, and measures to monitor the success in delivering improved outcomes for residents and stakeholders in Mangaung municipal area.

6.4 PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

6.4.1 A PLANNING

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS		PERFORMANCE TARGETS			
National Outcome			A responsive, accountable, effective and efficient local government system					
National KPA								
		Poverty eradication, rural and economic development and job creation						
		Public transport						
		Environmental Management						
		Spatial development and the built environment						
IDP Objective	Strategies	KPI	Unit of Measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
Promote and enhance Spatial Planning and the Built environment	Improve land development approval process and facilitate development	Number of land use applications processed	Value land of application processed Number of land use applications processed by Tribunal	Number of applications processed (97)	all applications processed	38 applications processed	0	None
	Neighbourhood development	Township establishment completed – Rodenbeck	Percentage completion of Township	Appointed consultants	100% redevelopment of Rodenbeck township establishment completed	85% redevelopment of Rodenbeck township establishment	-15 % redevelopment of Rodenbeck township establishment	Requested CM to extend contract and expedite outstanding EIA and TIS

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS			
National Outcome			A responsive, accountable, effective and efficient local government system						
National KPA									
		Poverty eradication, rural and economic development and job creation							
		Public transport							
		Environmental Management							
		Spatial development and the built environment							
IDP Objective	Strategies	KPI	Unit of Measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
		Lourierpark Township establishment completed –	Percentage completion of Township	Appointed consultants	100% Lourierpark Township establishment completed	85% Lourierpark Township establishment completed	-15 % Lourierpark Township establishment completed	Requested CM to extend contract and expedite outstanding EIA and TIS	
		Township establishment completed – Matlharantleng	Percentage completion of Township	Appointed consultants	100% Matlharantleng Township establishment completed	90% Matlharantleng Township establishment completed	-10% Matlharantleng Township establishment completed	Requested CM to extend contract and expedite outstanding EIA and TIS	
		Township establishment completed – Botshabelo West	Percentage completion of Township	Appointed consultants	100% Botshabelo West Township establishment completed	90% Botshabelo West Township establishment completed	-10% Botshabelo West Township establishment completed	Requested CM to extend contract and expedite outstanding EIA and TIS	

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS			
National Outcome			A responsive, accountable, effective and efficient local government system						
National KPA									
		Poverty eradication, rural and economic development and job creation							
		Public transport							
		Environmental Management							
		Spatial development and the built environment							
IDP Objective	Strategies	KPI	Unit of Measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
	Management of the build environment	Number of approved building plan within statutory Timeframes	< 500m ² = 30 days > 500m ² = 60 days	<500m ² = 1500 >500m ² = 50	< 500m ² = 30 days > 500m ² = 60 days	< 500 = 1593 >500=72	0	NONE	
Establishment of Corporate Geographic Information Services	Effective Corporate Geographic Information System	100% developing of Geo-Database	Percentage completion of the Property Geo-database	N/A	100% completion of property Geo-database	Not achieved	-100% completion of property Geo-database	Secure funding to continue with the project	

6.4.1B ECONOMIC AND RURAL DEVELOPMENT

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS			
National Outcome			A responsive, accountable, effective and efficient local government system						
National KPA									
		Poverty eradication, rural and economic development and job creation							
		Public transport							
		Environmental Management							
		Spatial development and the built environment							
IDP Objective	Strategies	KPI	Unit of Measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
Economic and tourism development	Encourage Infrastructure Investments to promote CBD's rejuvenation	Number of hawking stalls developed at Botshabelo as part of phase 2	Completion Certificates	35 Hawking Stalls developed at Botshabelo	45 Hawking stalls constructed at Botshabelo Scaled down Phase 2 consist of 69 hawking stalls	14 Hawking stalls constructed at Botshabelo	-31 Hawking stalls constructed at Botshabelo	To be expedited in the next FY 2017/18	
To enhance Tourism development	Development of Tourism Infrastructure	Length of parking area upgraded	Project completion certificates	N/A	m ² of parking area completed	Not achieved	m ² of parking area completed	To be expedited in the next FY 17/18	
		100% development Naval Hill Master plan - View Point 5	Project Completion Certificates	100% completion of View Point 12	100% completion of View Point 5	Not achieved	-100% completion of View Point 5	To be expedited in the next FY 17/18	

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS		
National Outcome			A responsive, accountable, effective and efficient local government system					
National KPA								
		Poverty eradication, rural and economic development and job creation						
		Public transport						
		Environmental Management						
		Spatial development and the built environment						
IDP Objective	Strategies	KPI	Unit of Measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
Rural Development Poverty Reduction	Support Agro-Enterprises	Number of small scale agricultural enterprises supported	Number of Agro-enterprises supported	Not Achieved	25 active small scale farmers	Not achieved	-25 active small scale farmers	Management and staffing issues to be resolved for speedy implementation of projects
	Household food security	Number of domestic household food gardens in Urban and rural areas	domestic household food gardens in Urban and rural areas	New Project	200 households food gardens	Not achieved	-200 households food gardens	Management and staffing issues to be resolved for speedy implementation of projects

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS		
National Outcome			A responsive, accountable, effective and efficient local government system					
National KPA								
		Poverty eradication, rural and economic development and job creation						
		Public transport						
		Environmental Management						
		Spatial development and the built environment						
IDP Objective	Strategies	KPI	Unit of Measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
		Number of broilers established	Completion certificate	Not achieved	4 units of broilers established	Not achieved	-4 units of broilers established	This project was eventually awarded and service providers appointed to implement.
		Number of egg layers established	Completion certificate	Not achieved	4 units egg layers established	Not achieved	-4 units egg layers established	This project was eventually awarded and service providers appointed to implement.
		Number of piggeries established	Completion certificate	Not achieved	4 piggeries established	Not achieved	-4 piggeries established	This project was eventually awarded and service providers appointed to implement.

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS		
National Outcome			A responsive, accountable, effective and efficient local government system					
National KPA								
		Poverty eradication, rural and economic development and job creation						
		Public transport						
		Environmental Management						
		Spatial development and the built environment						
IDP Objective	Strategies	KPI	Unit of Measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
		Number of Hydroponics projects established and supported	Completion certificate	Not achieved	6 hydroponic plant in the Thaba Nchu area	Not achieved	-6 hydroponic plant in the Thaba Nchu area	The project will be re-advertised as the appointed service provider pulled out
		Number of Municipal pound established	Completion certificate	Not achieved	1 municipal pound established in Botshabelo	Not achieved	-1 municipal pound established in Botshabelo	SCM processes to be expedited.

6.4.2A ENGINEERING SERVICES

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS		PERFORMANCE TARGETS			
National Outcome			A responsive, accountable, effective and efficient local government system					
National KPA		Basic Service Delivery						
Municipal KPA		Eradication of bucket system, VIP toilets in Bots, Mangaung and TN, focus on the basics, building solar farming, power plant feasibility study, safety & security						
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
Address roads conditions	Tar and paving of gravel roads	Km of 7m wide gravel roads tarred or paved	Completion certificates for gravel roads tarred or paved	10.779Km of 7m wide gravel roads tarred or paved	11 km of 7m wide gravel roads tarred or paved	11.046 km of 7m wide gravel roads tarred or paved	+0.046 km of 7m wide gravel roads tarred or paved	None
	Heavy rehabilitation of existing main tar roads	Km of 7m wide roads rehabilitated	Completion certificates for roads rehabilitated	6,2Km of 7m wide roads rehabilitated	4km of 7m wide roads rehabilitated	4.76km of 7m wide roads rehabilitated	+0.76km of 7m wide roads rehabilitated	None
	Resurfaced (resealed) roads	Km of 7m wide roads resurfaced	Completion certificates for roads resurfaced (resealed)	14,329Km of 7m wide roads resurfaced	12km of 7m wide roads resurfaced	23.32 km of 7m wide roads resurfaced	+11.32 km of 7m wide roads resurfaced	None

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS		PERFORMANCE TARGETS			
National Outcome			A responsive, accountable, effective and efficient local government system					
National KPA		Basic Service Delivery						
Municipal KPA		Eradication of bucket system, VIP toilets in Bots, Mangaung and TN, focus on the basics, building solar farming, power plant feasibility study, safety & security						
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
	Install storm-water drainage	Length (Km) of Storm-water drainage installed	Completion certificates for storm-water drainage installed	6,114 Km of Storm-water drainage installed	7 km of Storm-water drainage installed	7.008 km of Storm-water drainage installed	+0.008 km of Storm-water drainage installed	Accelerate work
Eradicate water backlog	Formal domestic customers receiving water services	% of formal erven with access to functioning basic water supply	Completion certificate	98.1% of formal erven with access to functioning basic water supply	95% of formal erven with access to functioning basic water supply	61.8% of formal erven with access to functioning basic water supply	-33.2% of formal erven with access to functioning basic water supply	Accelerate work
	Ensure that there is reliable water supply from source	100% implementation of feasibility study on Gariep Dam to Bloemfontein pipeline	Completion certificates	Not Achieved	Intergovernmental agreement signed to implement the projects; 100% of project money leveraged	Not Achieved	-45% of BFS -100% of project money leveraged	Accelerate work

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS		PERFORMANCE TARGETS			
National Outcome			A responsive, accountable, effective and efficient local government system					
National KPA		Basic Service Delivery						
Municipal KPA		Eradication of bucket system, VIP toilets in Bots, Mangaung and TN, focus on the basics, building solar farming, power plant feasibility study, safety & security						
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
	Reduction of non-revenue water	Number of meters installed	Completion Certificates	9 676 of meters installed	5000 of meters installed	5257of meters installed	+257 of meters installed	None
		Amount of water saved	Mega litres of water saved	1.38 Mega litres of water saved	5ml/day of water saved	1.32 Mega litres of water saved	-3.68ml/day of water saved	Accelerate the implementation of water conservation and demand management programme
		Number of valves replaced/installed	Completion certificates	2 334 of valves replaced/installed	400 valves replaced /installed	66 of valves replaced/installed	-334 of valves replaced/installed	Accelerate the implementation of water conservation and demand management programme

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS		PERFORMANCE TARGETS			
National Outcome			A responsive, accountable, effective and efficient local government system					
National KPA		Basic Service Delivery						
Municipal KPA		Eradication of bucket system, VIP toilets in Bots, Mangaung and TN, focus on the basics, building solar farming, power plant feasibility study, safety & security						
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
		Number of SCADA and Telemetry systems installed	Completion certificates	New Project	32 SCADA and Telemetry systems installed	Not Achieved	- 32 SCADA and Telemetry systems installed	Accelerate work
		100% implementation of phase 1 Maselspoort water recycling outfall pipeline	Completion certificates	New Project	15km of outfall pipeline developed	Not Achieved	-15km of outfall pipeline developed	Accelerate work
Eradication of bucket system and VIP toilets	Backlog in the provision of basic sanitation services (above RDP standards) Provide formal stands with waterborne sanitation to eradicate VIP and pit toilets	Number of households with access to decent sanitation	Completion certificates	4065 households with access to decent sanitation	2300 households with access to decent sanitation	5277 households with access to decent sanitation	+ 2977 households with access to decent sanitation	No Action Required

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS		PERFORMANCE TARGETS			
National Outcome			A responsive, accountable, effective and efficient local government system					
National KPA		Basic Service Delivery						
Municipal KPA		Eradication of bucket system, VIP toilets in Bots, Mangaung and TN, focus on the basics, building solar farming, power plant feasibility study, safety & security						
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
Provide formal stands with waterborne sanitation to eradicate VIP and Pit toilets	Addition to sterkwater wwtw phase 3	Percentage expansion of the capacity of wwtw	Completion certificates	New Project	100% implementation of phase 3 (25 ml per day) of sterkwater	35% implementation of phase 3 (25 ml per day) of sterkwater	-65% implementation of phase 3 (25 ml per day) of sterkwater	Accelerate work in the new FY
	North Eastern WWTW phase 2	Percentage expansion of the capacity of wwtw	Completion certificates	1.1 km outfall sewer constructed	100% implementation of phase 2 of NE WWTW	70% implementation of phase 2 of NE WWTW	-30% implementation of phase 2 of NE WWTW	Accelerate work
	Refurbishment of bloemspruit wwtw	Percentage expansion of the capacity of wwtw	Completion certificates	21.50% construction of 6 digesters	100% Refurbishment of Bloempruit WWTW	72% Refurbishment of Bloempruit WWTW	-28% Refurbishment of Bloempruit WWTW	Secure funding for the project to be implemented

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS		PERFORMANCE TARGETS			
National Outcome			A responsive, accountable, effective and efficient local government system					
National KPA		Basic Service Delivery						
Municipal KPA		Eradication of bucket system, VIP toilets in Bots, Mangaung and TN, focus on the basics, building solar farming, power plant feasibility study, safety & security						
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
	Extension botshabelo wwtw	Percentage expansion of the capacity of wwtw	Completion certificates	Not Achieved	100% completion of Phase 1 of the extension of botsh WWTW	75% completion of Design for Phase 1 of the extension of Botshabelo WWTW	-25% completion of Design for Phase 1 of the extension of Botshabelo WWTW	The designs will be completed once the new position of WWTW is finalized
	Extension Thaba Nchu WWTW (selosesha)	Percentage expansion of the capacity of WWTW	Collection schedule	100% completion of Phase 1	100% completion phase 1 of the extension of Thaba Nchu WWTW	25% completion phase 1 of the extension of Thaba Nchu WWTW	-75% completion phase 1 of the extension of Thaba Nchu WWTW	Accelerate work

6.4.2B FLEET AND SOLID WASTE MANAGEMENT

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS		PERFORMANCE TARGETS			
National Outcome			A responsive, accountable, effective and efficient local government system					
National KPA		Basic Service Delivery						
Municipal KPA		Eradication of bucket system, VIP toilets in Bots, Mangaung and TN, focus on the basics, building solar farming, power plant feasibility study, safety & security						
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
Accelerate waste removal	Provide households with weekly kerb-side waste removal services in formal areas	No. of households with weekly kerb-side waste removal services in formal areas	Weekly collection reports	211 465 households with weekly kerbside waste removal service	208 294 households with weekly kerb-side waste removal services in formal areas	249 735 households with weekly kerb-side waste removal services in formal areas	+41 486	None
	Informal settlement dwellings with access to refuse removal	Number of informal settlements with access to refuse removal	Weekly collection reports	80% informal settlements have access to refuse removal	95% of informal settlements have access to refuse removal	62.5% of informal settlements have access to refuse removal	-32.5%	Accelerate Work
Ensure waste is managed in an integrated manner	Permitted Landfill sites comply with legislation	100% completed designs for waste drop-off areas Mangaung	Completed designs	New project	100% completed designs for waste drop off areas	Not Achieved	-100% completed designs for waste drop off areas	Project deferred to outer years

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS		PERFORMANCE TARGETS			
National Outcome			A responsive, accountable, effective and efficient local government system					
National KPA		Basic Service Delivery						
Municipal KPA		Eradication of bucket system, VIP toilets in Bots, Mangaung and TN, focus on the basics, building solar farming, power plant feasibility study, safety & security						
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
		No of permitted landfill sites maintained and upgraded	Monthly progress reports	2 permitted landfill sites upgraded and maintained	3 permitted landfill sites upgraded and maintained	2 Landfill sites (Northern and Southern have been maintained and upgraded.	Botshabelo landfill site is behind implementation schedule	Procurement processes to be expedited
		Number of weighbridge developed	Completion certificate	Not Achieved	2 weighbridge installed at Thaba Nchu Transfer station	Not achieved	-2 weighbridge installed at Thaba Nchu Transfer station	To finalise the SCM process in the 2017/18 financial year
	Promote reuse, recycling and recovery of waste	Tonnage of waste diverted from the landfill sites	Tons of waste diverted from the landfills	New Project	240 tons of recyclable waste diverted from landfill sites for reuse, recycling or recovery	11 3482 tons of recyclable waste diverted from landfill sites for reuse, recycling or recovery	+11108 tons of recyclable waste diverted from landfill sites for reuse, recycling or recovery	N/A

6.4.3 CENTLEC

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS		PERFORMANCE TARGETS			
National Outcome			A responsive, accountable, effective and efficient local government system					
National KPA		Basic Service Delivery						
Municipal KPA		Eradication of bucket system, VIP toilets in Bots, Mangaung and TN, focus on the basics, building solar farming, power plant feasibility study, safety & security						
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
Address electricity backlog	Increase and maintain spending levels on capital expenditure at 95% of the approved budget	Installation of prepaid meters for the number of indigent applications received between 1 July 2016 and 30 June 2017.	The number of indigent applications received vs. the number of prepaid meters installed between 1 July 2016 and 30 July 2017.	N/A	To install prepaid meters for all the indigent applications received during the period 1 July 2016 - 30 June 2017.	Sixteen(16) applications were received and completed	None	Not Required
	Increase and maintain spending levels on capital expenditure at 95% of the approved budget	Complete 426 household connections identified for electrification in the MMM area by 30 June 2017.	The number of household connections connected within the MMM area by 30 June 2017.	537 New household connections	To supply 426 electricity connections to identified households in the MMM area by 30 June 2017.	Five Hundred and Forty Eight (548) House connections have been completed to date.	+122 electricity connections	Not Required

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS		PERFORMANCE TARGETS			
National Outcome			A responsive, accountable, effective and efficient local government system					
National KPA		Basic Service Delivery						
Municipal KPA		Eradication of bucket system, VIP toilets in Bots, Mangaung and TN, focus on the basics, building solar farming, power plant feasibility study, safety & security						
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
	Increase and maintain spending levels on capital expenditure at 95% of the approved budget	Install and complete the number of public connections applications received, paid for this financial year by 30 June 2017.	The number of public connection applications received, paid for vs. the number of public connections installed by from 1 July 2016 - 30 June 2017.	N/A	To install public connections for all public connection applications received and paid for within the specific deadline as stipulated within the policy by 30 June 2017.	Two hundred and sixty two (262) connections that have been paid for are completed.	None .	Connections will be completed when industrial action ends.
	Ensure regular maintenance and upgrading of distribution and supply infrastructure and improving overall efficiency and effectiveness of other service delivery support systems and infrastructure.	Erection of 30 high mast lights within the MMM area by 30 June 2017.	Number of high mast lights erected in the MMM area by 30 June 2017.	34 High Masts	30 erected and commissioned high mast lights within the MMM area by 30 June 2017.	Thirty (30) high masts have been erected and Twenty one (21) high masts have been commissioned and nine (9) are outstanding.	Nine (9) high masts are still outstanding	The service provider has been instructed to resume with the commissioning of the remaining nine (9) high mast lights early in July 2017.

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS		PERFORMANCE TARGETS			
National Outcome			A responsive, accountable, effective and efficient local government system					
National KPA		Basic Service Delivery						
Municipal KPA		Eradication of bucket system, VIP toilets in Bots, Mangaung and TN, focus on the basics, building solar farming, power plant feasibility study, safety & security						
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
	Ensure regular maintenance and upgrading of distribution and supply infrastructure and improving overall efficiency and effectiveness of other service delivery support systems and infrastructure.	Complaints received regarding single fault lights to be handled and completed within 3 days and area faults within 5 days of receipt.	% of single faults complaints received in MMM area resolved by 3 days and area faults resolved by 5 days.	N/A	90% complaints received regarding single street fault lights to be handled and completed within 3 days and area faults within 5 days of receipt during 2016/17.	(38%) Total annual single faults: Single faults resolved:7556 Single faults received:10729 Total annual single faults percentage:67.34% Total area faults: Area faults resolved:1691 Area faults received;2642 Total annual faults percentage:64%	-26%	We will make use of Ikageng to replace all the poles and fittings in Botshabelo They are also replacing all the cable conductors with aerial bundle conductors at the new bridges in Thaba N'chu

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS		PERFORMANCE TARGETS			
National Outcome			A responsive, accountable, effective and efficient local government system					
National KPA		Basic Service Delivery						
Municipal KPA		Eradication of bucket system, VIP toilets in Bots, Mangaung and TN, focus on the basics, building solar farming, power plant feasibility study, safety & security						
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
	Ensure regular maintenance and upgrading of distribution and supply infrastructure and improving overall efficiency and effectiveness of other service delivery support systems and infrastructure.	Single power failure complaints received to be handled and completed within an average of 2,5 hours from receipt.	% of single power failure complaints received in MMM area resolved within 2, 5 hours of receipt by 30 June 2017.	N/A	90% of single power failure complaints received to be handled and completed within an average of 2,5 hours from receipt by 30 June 2017.	Single power failure complaints: Single power failure complaints resolved within 2.5hrs:1958 Single power failure complaints received:5874 Total percentage of single power failure:93.6%	+3.6%	Implementation of CRM system for more accurate data and implementation of an aggressive monitoring dispatch team
	Ensure regular maintenance and upgrading of distribution and supply infrastructure and improving overall efficiency and effectiveness of other service delivery support systems and	Area power failure complaints to be reduced during 2016/17.	% of area power failure reduction during 2016/17 vs same period the previous year.	N/A	Reduce the area power failure by 1% during 2016/17 vs the same quarter the previous year.	Quarter 1 Area power failures in 2016 Quarter 1 were 523 against 634 in 2015 Quarter one (1). Quarter 2 Area Power failures for quarter 2 2015/16 is 1232 and for the same quarter 2016/17 is 1283. Quarter 3		Not Required,

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS		PERFORMANCE TARGETS			
National Outcome			A responsive, accountable, effective and efficient local government system					
National KPA		Basic Service Delivery						
Municipal KPA		Eradication of bucket system, VIP toilets in Bots, Mangaung and TN, focus on the basics, building solar farming, power plant feasibility study, safety & security						
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
	infrastructure.					Total average percentage decrease is 13%. Quarter 4 Area Power failures June 2016 = 466 June 2017 = 551 Increased = 85 (18%).		
	Reduce non-technical electricity losses and the impact thereof on the local economy.	Develop the project plan for a credible and accurate system to measure the downtime costs associated with power outages by 31 December 2016.	Number of submissions of a project plan for a credible and accurate system to measure the downtime costs associated with power outages by 31 December 2016.	N/A	1 Submission of a project plan for a credible and accurate system to measure the downtime costs associated with power outages by 31 December 2016.	1 Submission of a project plan for a credible and accurate system to measure the downtime costs associated with power outages by 31 December 2016.	Not Applicable	Not Required

6.4.5 SOCIAL SERVICES

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS		PERFORMANCE TARGETS			
National Outcome		9	A responsive, accountable, effective and efficient local government system					
National KPA		Basic Service Delivery						
MTAS Indicator		Promote awareness and education on environmental issues						
Municipal KPA		Social and community services						
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
Improve service delivery by providing recreation facilities and public amenities to all residents of Mangaung	Creating new parks within the Mangaung Area	100% development of Regional parks phase 3 <ul style="list-style-type: none"> • number of braai facilities and benches installed • m² of pathways upgraded • Number of trees, planted • m² of grass planted • number of lighting installed 	All Completion certificate	Athletic Track which was part of second phase of Regional Park in Thaba Nchu is 100% complete	Completion of Phase 3 of the Regional park in Thaba Nchu – Selosesha	Not achieved	Completion of Phase 3 of the Regional park in Thaba Nchu – Selosesha	project to be included in the new budget cycle 2018/2019, since it is not included in Capital budget for 2017/2018
	Establishment of a new Zoo at Kwaggafontein	Kilometres of bulk water and sanitation services installed	Bulk services 75% completed	N/A	Installation of the first Phase of bulk water and sanitation infrastructure	Not achieved	Installation of the first Phase of bulk water and sanitation infrastructure	Project will commence in the financial year 2017/2018. Funded in the Capital budget.

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS			
National Outcome		9	A responsive, accountable, effective and efficient local government system						
National KPA		Basic Service Delivery							
MTAS Indicator		Promote awareness and education on environmental issues							
Municipal KPA		Social and community services							
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
		100% Completion of entrance facility and guard house	Completion certificate for Entrance facility and guard house	N/A	Construction of entrance facility and guard house	Not achieved	Construction of entrance facility and guard house	Project will commence in the financial year 2017/2018. Funded in the Capital budget.	
	Erecting of a new perimeter fence at Naval Hill nature Reserve	Kilometres of fence installed	completion certificate	New Project	3.5 km of fence erected	0% construction and no fence installed	-3.5 km of fence erected	project to be included in the new budget cycle 2018/2019, since it is not included in Capital budget for 2017/2018	
	Building of new Cloakroom on Naval Hill	1 New Cloak Room facility completed	Completion certificate	New Project	1 new cloakroom facility completed	Project 85% completed by end of June 2017. Estimated completion date for 100% completion - 15 July 2017	-15%	Expedite payment of submitted payment certificates to unlock further work on the project	

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS		PERFORMANCE TARGETS			
National Outcome		9	A responsive, accountable, effective and efficient local government system					
National KPA		Basic Service Delivery						
MTAS Indicator		Promote awareness and education on environmental issues						
Municipal KPA		Social and community services						
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
	upgrading of a Regional Cemetery in Botshabelo	kilometres of Stormwater channel and roads upgrade	completion certificates	New Project	upgrading of 1km Stormwater channel and 2km gravel roads	Not achieved	upgrading of 1km Stormwater channel and 2km gravel roads	Project will commence in the financial year 2018/2019. Funded in the Capital budget 2018/19 & 2019/20.
	Development of a Cemetery in Nalisview	100% development of the new cemetery at Nalisview	completion certificates	New Project	100% development of layout plan for the new Cemetery	Not Achieved	-100% development of layout plan for the new Cemetery	Secure EMT support and buy in for approval of the project
Promote Environmental Health	Conduct drinking and recreational water sampling according SANS to 241	Number of drinking water samples taken	Water sample report	1 776 drinking water samples taken	1300 drinking water samples	1947 drinking water samples	+647 drinking water samples	None Required
	Inspect food premises	Conduct food premise inspections as per provision of the foodstuffs, Cosmetic and Disinfectant Act 54 1972	Number of food premise inspections conducted	16055 food premise inspections	9 000 food premise inspections conducted	13 267	+4267 food premise inspections conducted	None Required

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS			
National Outcome		9	A responsive, accountable, effective and efficient local government system						
National KPA		Basic Service Delivery							
MTAS Indicator		Promote awareness and education on environmental issues							
Municipal KPA		Social and community services							
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
Promoting a comprehensive library service	Promote literacy in communities	Number of library outreach programmes to communities	Number of outreach (interactive) programmes conducted	641 outreach programmes conducted	100 Library outreach programmes to communities	596 Library outreach programmes to communities	Positive + 496	None Required	
Promoting HIV/Aids prevention measures	Prevent new HIV/Aids infections	Number of Training programmes on HIV/Aids	Number of HIV/Aids Courses conducted	N/A	12 Training programmes on HIV/Aids prevention	20	Positive +8	None Required	
Prevent or reduce losses that occur due to natural or man-made disaster through preparedness, mitigation, response and recovery	Establishing necessary institutional arrangements	Established MMMDAF	MMMDAF established (Mangaung Metro Municipality Disaster Advisory Forum)	New Project	Establishment of the MMMDAF	MMMDAF not established. Proposed list of stakeholders already identified and Terms of Reference established.	Establishment of the MMMDAF	Forum to be established in the 1st quarter of financial year 2017/2018	
	Effective and efficient dispatching of emergency resources	Number of fire and rescue calls to which resources are dispatched within 3 minutes	Logged fire and rescue calls	8.59 out of every 10 calls, resource dispatched within 3 minutes	Number of emergency calls received are dispatched within 3 minutes (8 out of 10)	8.85 out of 10	Positive +0.35	None Required	

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS			
National Outcome		9	A responsive, accountable, effective and efficient local government system						
National KPA		Basic Service Delivery							
MTAS Indicator		Promote awareness and education on environmental issues							
Municipal KPA		Social and community services							
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
	Customer satisfaction with services rendered by the Control Centre	Percentage of callers polled indication their satisfaction with the service rendered by the Control Centre.	Customer satisfaction survey Report	10 out of 10 [100%]	95% of callers polled indicating their satisfaction with the services rendered	100% callers polled indicating their satisfaction with the services rendered	Positive +5%	None Required	
	Attendance of Joint Operations Centre (JOC) at public events at: All Stadia in MMM; All venues (capacity more than 2000 persons)	Percentage of JOC attendance at public events	JOC attendance at public events	100%	90% attendance at public events	100% attendance at public events	Positive +10%	None Required	
	Preventing or reducing the risk of disasters through safety and grading certification of venues in terms of the SASREA	Number of Safety and Grading Certificates issued within 2 weeks after applications received.	Safety and Grading Certificates issued	New Project	10 out of 10	10 out of 10	None	None Required	
	Development of contingency plans for municipal work places	Number of municipal workplaces with completed contingency plans	Contingency Plans completed	New Project	Completion of contingency plans of Ten (10) workplaces	11 Contingency Plans completed	Positive +1	None Required	

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS		PERFORMANCE TARGETS			
National Outcome		9	A responsive, accountable, effective and efficient local government system					
National KPA		Basic Service Delivery						
MTAS Indicator		Promote awareness and education on environmental issues						
Municipal KPA		Social and community services						
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
	Educating the public on Disaster risk management	Number of Disaster Risk Management Education and Awareness Campaigns conducted	Disaster Risk Management Education and Awareness Campaigns conducted	New Project	6 Campaigns conducted	9 campaigns conducted	Positive +3	None Required
	Conduct disaster risk assessments after disaster or emergency incident occurs	Number of Disaster Risk Assessments conducted within 48 hours after disaster or emergency incident occurred	Disaster Risk Assessments within 48 hours after disaster or emergency incident occurred	New Project	10 out of 10	10 out of 10	None	None Required
To limit the number of fire deaths resulting from accidental fires in residential buildings	Ehrlichpark Fire Station: Hot Fire Training facility: upgrade	detailed design for upgrading of Ehrlichpark Fire Station: Hot Fire Training facility	Design report	New Project	Completion of designs and specifications for conversion of props from paraffin to Liquefied Petroleum Gas	Not achieved	Completion of designs and specifications for conversion of props from paraffin to Liquefied Petroleum Gas	Bill of quantities not required as the specifications will suffice and is completed
	Construction of fire station in Botshabelo	100% completion of fire station in Botshabelo	completion certificate	New project	Earthworks and foundations completed.	Not Achieved	Earthworks and foundations completed	Urban Planning manage project

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS		PERFORMANCE TARGETS				
National Outcome		9	A responsive, accountable, effective and efficient local government system						
National KPA		Basic Service Delivery							
MTAS Indicator		Promote awareness and education on environmental issues							
Municipal KPA		Social and community services							
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
	Construction of fire station in Langenhovenpark/ Cecilia	detailed design for fire station in Langenhoven park/Cecilia	design report	New Project	Completion of designs and specifications	Not Achieved	Completion of designs and specifications	Site to be rezoned prior to continuation, request for application for rezoning submitted to Town Planning.	
	Delivery of Operational Fire and Rescue Services in the entire MMM area complying to SANS 10090	Number of fire and rescue emergency calls responded to in compliance with SANS 10090 i.r.o: <ul style="list-style-type: none"> Weight of response Turn out time 	Report on fire and rescue emergencies responded to in compliance with SANS 10090 i.r.o: <ul style="list-style-type: none"> Weight of response Turn out time 	8.7 out of 10 (729 out of 831)	7.5 out of 10	8.42 out (540 of 10 out of 641)	+0.92 Positive	None Required	
	Delivery of a pro-active Fire Safety Service to MMM through regular inspections and scrutiny of building plans	Number of inspections at High Risk Premises	Inspections conducted	95 fire safety inspections at High Risk Premises	90 Inspections conducted	94 Inspections conducted	+4 Positive	An additional inspector has been transferred to the Fire Safety Section in order to capacitate the Section	

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS			
National Outcome		9	A responsive, accountable, effective and efficient local government system						
National KPA		Basic Service Delivery							
MTAS Indicator		Promote awareness and education on environmental issues							
Municipal KPA		Social and community services							
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
		Number of inspections at Moderate Risk Premises	Inspections conducted	306 of fire safety inspections at Moderate Risk Premises	250 Inspections conducted	264 Inspections conducted	+14 Positive	An additional inspector has been transferred to the Fire Safety Section in order to capacitate the Section	
		Number of inspections at Low risk Premises	Inspections conducted	2155 fire safety inspections at Low Risk Premises	1800 Inspections conducted	2065 Inspections conducted	+265 Positive	An additional inspector has been transferred to the Fire Safety Section in order to capacitate the Section	
		Number of building plans submitted scrutinized for compliance with statutory fire safety measure within 5 working days.	Building plans submitted and scrutinized	N/A	8 out of 10	10 out of 10 (223 out 223)	+2 Positive	None Required	

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS			
National Outcome		9	A responsive, accountable, effective and efficient local government system						
National KPA		Basic Service Delivery							
MTAS Indicator		Promote awareness and education on environmental issues							
Municipal KPA		Social and community services							
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
		Number of Fire Safety Compliance Certificates inspections conducted within 2 working days after receipts of request	Fire Safety Compliance Certificates	100% (320 out of 320) of Fire Safety Compliance Certificates inspections conducted within 2 working days after receipt of request	7 out of 10	9.74 out of 10 (207 out of 213) Compliance Certificate inspections conducted within 2 working days after receipt of request	+2.74 Positive	None Required	
	Educating key target groups such as health care workers, learners at school and vulnerable members of	Number of fire safety public awareness contact sessions with MMM Commerce and Industry Institutions	Public awareness contact sessions conducted.	N/A	6 Public awareness contact sessions conducted.	14 Public awareness contact sessions conducted.	+8 Positive	None Required	

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS			
National Outcome		9	A responsive, accountable, effective and efficient local government system						
National KPA		Basic Service Delivery							
MTAS Indicator		Promote awareness and education on environmental issues							
Municipal KPA		Social and community services							
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
	the community in fire safety	Number of Health Care facility staff members trained in fire safety and evacuation procedures	Health Care facility staff trained	206 Health Care Facility staff members trained	250 Health Care facility staff trained	489 Health Care facility staff trained	+239 Positive	None Required	
		Number of public outreach events aimed at creating public awareness i.r.o. Fire	Public outreach events conducted	30 public outreach events conducted	6 Public outreach events conducted	9 Public outreach events conducted	+3 Positive	None Required	
		Number of persons from the industrial and commercial community trained	Industrial and commercial community trained	N/A	200 Industrial and commercial community trained	646 Industrial and commercial community trained	+446 Positive	None Required	
	Skills enhancement and maintenance of firefighting Staff	Number of training courses presented	Training courses presented	22 training courses presented	3 Training courses presented	9 Training courses presented	+6 Positive	None Required	

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS			
National Outcome		9	A responsive, accountable, effective and efficient local government system						
National KPA		Basic Service Delivery							
MTAS Indicator		Promote awareness and education on environmental issues							
Municipal KPA		Social and community services							
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
Law enforcement measures	Enhance visible policing	Number of CCTV cameras installed	CCTV cameras installed	New Project	Install additional 25 CCTV cameras in hotspots identified in conjunction with SAPS	15 Cameras installed	Negative	New crime hotspots were identified. Public Safety engaging with Eskom to fast track the power supply to the poles where cameras will be mounted	
		Number of speed fines issued	Number of notices issued to speeding transgressors	172 266 speed fines issued.	120 000 speeding fines to be issued (per annum)	43263 speeding fines to be issued (per annum)	-76737 speeding fines to be issued (per annum)	Procurement process for Cameras linked to a traffic contravention system is underway	
		Number of street trading operations conducted	Street trading operations conducted	32 street trading operations conducted	15 Street Trading operations to be conducted (per annum)	14 Street Trading operations to be conducted (per annum)	-1 street trading operation	Scheduled operational plan for implementation of operations in the next financial year.	

6.4.6 FINANCE

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS			
National Outcome		9	A responsive, accountable, effective and efficient local government system						
National KPA		Municipal Institutional Development and Transformation							
MTAS Indicator		Good Governance Public Participation							
Municipal KPA		Financial Management							
IDP Objective	Strategy	KPI	Units of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
Improve customer satisfaction	Improve billing system	Percentage increase on number of customers receiving accurate bills	increase on number of customers receiving accurate bills	19% of accounts estimated	Reduce the interim meter readings to 10%	There is a total of 145 248 meters on the financial system. In April 24 713 Meters was estimated (17%). In May 39 742 Meters were estimated (27.36%). In June 107 999 Meters were estimated (74.35%).	April – (7%) May – (17.36%) June – (64.35%)	The main reason for the decrease is the labour action. As can be seen from the different months as the labour action continued, the decrease was also noted. Progress is also made with regards to meter books in cycle 107 and correcting them on the financial system as well as follow up on long unread accounts.	
				90% of accounts issued to correct addresses	95% of consumer accounts are issued to correct addresses	98.44% of consumers accounts were issued to correct addresses.	+3.44% of consumers accounts were issued to correct	None	

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS			
National Outcome		9	A responsive, accountable, effective and efficient local government system						
National KPA		Municipal Institutional Development and Transformation							
MTAS Indicator		Good Governance Public Participation							
Municipal KPA		Financial Management							
IDP Objective	Strategy	KPI	Units of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
	Improve revenue collection	Collection rate to be improved from 87.06% - 93.7%	Percentage Collection rate to be improved	87.06%	93.7% collection rate	97.0% collection rate	+3.3% collection rate	Top 100 Business were disconnected and payments were received	
		Number of handed over accounts successfully collected	handed over accounts successfully collected	6 180	8 000 accounts	35 330 accounts successfully collected	+33 330 accounts successfully collected	Indigent write off, debt older than 3 years written off and handover collections was implemented	
		Number of defaulting businesses litigated	defaulting businesses litigated	2 258	300 defaulting businesses litigated	218 defaulting businesses litigated	+143 defaulting businesses litigated	Disconnections and litigations were implemented.	
		Number of defaulting domestic customers garnished	defaulting domestic customers garnished	2 658	500 defaulting customers garnished	32 defaulting customers garnished	+118 defaulting customers garnished	Disconnections and litigations were implemented.	
Prudent fiscal management	Quality and frequent financial reporting	% operation and capital expenditures against the budget (from 80%)	operation and capital expenditures against the budget	95%	95% operation and capital expenditures against the budget	Opex – 105.16% Capex – 91.96%	+10.16% -3.04%	Increased budgetary provision for debt and assets impairment.	

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS			
National Outcome		9	A responsive, accountable, effective and efficient local government system						
National KPA		Municipal Institutional Development and Transformation							
MTAS Indicator		Good Governance Public Participation							
Municipal KPA		Financial Management							
IDP Objective	Strategy	KPI	Units of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
Prudent fiscal management	Implement clean audit initiatives	An improved audit outcome	Audit report	Financial Unqualified Report	Financial Unqualified Report	N/A	N/A	N/A	
	To ensure procurement processes which complies fully with the SCM policy	Percentage increase in complying with SCM policy prohibiting the awarding tenders to persons in the employ of state.	no finding by AG on this matter	100%	100% compliance	100% compliance	None	None	
		Total values of irregular, fruitless and wasteful expenditure identified by auditor general as a % operating budget.	% of irregular expenditure	0%	0% Irregular Expenditure	0% Irregular Expenditure	None	None	
Prudent fiscal	Cost	cost Coverage	Number of	1.03 months	> 3 months	0.38 months	2.62 months	Stringent cost	

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS			
National Outcome		9	A responsive, accountable, effective and efficient local government system						
National KPA		Municipal Institutional Development and Transformation							
MTAS Indicator		Good Governance Public Participation							
Municipal KPA		Financial Management							
IDP Objective	Strategy	KPI	Units of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
management	Coverage (NKPI)	ratio	months					containment measures and aggressive cash collection approach.	
Prudent fiscal management	Pay creditors on time as per MFMA	Number of days it takes to pay creditors	% of creditors paid within 30 days	Not all creditors are paid within 30 days	Creditors paid within 30 days of receipt of invoice by Finance	68.35%	-31.65%	Continued improvement in the liquidity position and timely submission of invoices by the users.	
Prudent fiscal management	Budget prepared and submitted in line with MFMA requirement	Number of budgets submitted to National Treasury	Number of budgets submitted	All Budgets prepared and submitted in line with MFMA requirements	Credible and funded Draft, Revised and Final Budget submitted	2018 MTREF Budget & IDP were on the 31 May 2017	None	None	
	Develop and review out-dated policies in the directorate	Number of reviewed policies approved by Council	Number of policies	16 Budget related policies amended and adopted where necessary	Number of reviewed policies approved by Council	9 Budget related policies were reviewed and approved by Council.	-7 Budget related policies were reviewed and approved by Council.	None.	

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS		
National Outcome		9	A responsive, accountable, effective and efficient local government system					
National KPA		Municipal Institutional Development and Transformation						
MTAS Indicator		Good Governance Public Participation						
Municipal KPA		Financial Management						
IDP Objective	Strategy	KPI	Units of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
	Improved Credit Rating	Long term and short term credit rating	Section 71 report	A3 (negative outlook)	A3.za	Long term issuer rating was revised from A3 in April 2015 to Ba1 in May 2016 and to Ba2 in June 2017 due to South Africa's national rating scale.	From A3.za to Ba2	Internal Factors: -Improve financial performance focusing on the following: -Revenue Enhancement -Cost Containment -Efficiency to avoid wastages -Improved audit outcomes External Factors: -Dependent on national economic policies and contribution by other Metros towards improvement of national economy
Revenue Enhancement	Collect all collectable revenue and Leverage	Amount of externally sourced funds Increasing revenue base	Section 71 report	Tender for sourcing of R500 million loan	R 500 Million	R500m loan obtained for the current financial year (The facility	None	None

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS		
National Outcome		9	A responsive, accountable, effective and efficient local government system					
National KPA		Municipal Institutional Development and Transformation						
MTAS Indicator		Good Governance Public Participation						
Municipal KPA		Financial Management						
IDP Objective	Strategy	KPI	Units of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
	alternative sources of funding	by accounting for unaccounted services				was approved by Council in October 2016)		
Revenue Enhancement Develop new valuation roll based on the site and any improvements made	Valuation roll compiled and revisions made annually	Number of Valuation roll compiled and revisions made annually	Number of valuation Rolls	Municipal Valuer appointed	New Valuation Roll ready for implementation	New General Valuation Roll ready for implementation on 1 July 2017	None	None
	Interim valuation roll prepared and implemented bi-annually	Number of Interim valuation roll prepared and implemented bi-annually	Number of Interim valuation rolls implemented	1 Interim valuation roll implemented	Interim valuation rolls implemented bi-annually	1 Interim Valuation Roll ready for implementation on 1 July 2017	None	None
Develop an effective asset management programme	Develop a Fixed Asset Register which records all municipal Assets	Number of updates of Fixed Asset Register	monthly Fixed Asset Register updates	12 FAR updates	12 FAR updates	Fixed asset register updated on a monthly basis Registers finalised at year end	None	None
	Periodic physical asset counts and	Number of asset count conducted	Report on the annual asset count submitted	1 Complete count of all movable and immovable	2 Complete counts of all movable and immovable assets mid-	Asset verification process concluded 30	None	None

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS		
National Outcome		9	A responsive, accountable, effective and efficient local government system					
National KPA		Municipal Institutional Development and Transformation						
MTAS Indicator		Good Governance Public Participation						
Municipal KPA		Financial Management						
IDP Objective	Strategy	KPI	Units of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
	impairment tests		to council	assets	year and at year-end.	June 2017 Room inventory lists printed and distributed		
Prudent fiscal management	To ensure procurement processes which complies fully with the SCM policy	All risks of awarding tenders to employees of state is eliminated	Section 71 report	100% compliance	100% compliance	100% compliance	None	None
		All contracting is done in accordance to SCM policy	% of awarded contracts in line with SCM regulations	100% of awarded contracts in line with SCM regulations	100% Compliance	100% compliance	None	None
	Cash flow	Budgeted cash flow versus actual cash flow reports	Section 71 report	Positive cash flow	Positive cash flow monthly throughout the year	The municipality maintained positive cash flow throughout the 2016/17 financial year	None	None

6.4.7 HUMAN SETTLEMENTS

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS			
National Outcome		9	A responsive, accountable, effective and efficient local government system						
National KPA		Municipal Institutional Development and Transformation							
		Good Governance Public Participation							
MTAS Indicator									
Municipal KPA		Human settlements							
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
Address housing backlog	Installation of Main line (W&S) Lourierpark	Number of erven with access to water and sanitation	completion certificates	N/A	250 ervens with access to water & sanitation	0 ervens with access to water & sanitation	-250 ervens with access to water & sanitation	Funds were redirected for payment of Nalisview land acquisition	
	Refurbishment of rental stock	Number of Rental schemes refurbished	completion certificate	100% complete refurbishment or 3 Rental schemes refurbished (Tenderwood, Omega and Bloemhof)	Honeybell Rental scheme refurbished	100% Honeybell Rental scheme refurbished	None	None	

ALIGNMENT AND LINKAGE	No	OBJECTIVES AND INDICATORS	PERFORMANCE TARGETS					
National Outcome	9	A responsive, accountable, effective and efficient local government system						
National KPA	Municipal Institutional Development and Transformation							
	Good Governance Public Participation							
MTAS Indicator								
Municipal KPA	Human settlements							
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
	Lentehof infrastructure upgrading	Percentage of water network in Lentehof upgraded	completion certificates	N/A	100% of Lentehof infrastructure upgraded	Not achieved	-100% of Lentehof infrastructure upgraded	Project was cancelled and funds were redirected as reported in Quarter 3
	Security of Tenure	Number of Title Deeds transferred	Application processed	2982 Title Deeds transferred	2500 Title Deeds transferred	1081 Title Deeds transferred	-1419 Title Deeds transferred	Service Provider to be appointed according to SCM processes
	Security of tenure	Number of Title Deeds issued	application finalised	3347 Title Deeds issued	2500 Title Deeds issued	2206 Title Deeds issued	-294 Title Deeds issued	Intensify consumer education and encourage reporting of Estate
	Receiving and processing of BNG application forms	Number of BNG application forms submitted to the Provincial Department of HS	Report from HSS	1664 of BNG application forms submitted to the Provincial Department of HS	1500 of BNG application forms submitted to the Provincial Department of HS	Not achieved	-1500 of BNG application forms submitted to the Provincial Department of HS	Request Province to finalize allocation expeditiously

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS			
National Outcome		9	A responsive, accountable, effective and efficient local government system						
National KPA		Municipal Institutional Development and Transformation							
		Good Governance Public Participation							
MTAS Indicator									
Municipal KPA		Human settlements							
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
	Relocation of households from Floodplains and Servitudes	Number of households relocated from floodplains and servitudes	Section 52 Report	Not Achieved	100 of households relocated from floodplains and servitudes	38 of households relocated from floodplains and servitudes	-62 of households relocated from floodplains and servitudes	Planning directorate to source land for relocation	
	Allocation of affordable Social/Rental housing units	Number of households allocated affordable Social/ Rental housing units	Completion certificates	46 Households allocated affordable rental/social housing units 111 Households allocated affordable rental/social housing units at Hillside View	500 of households allocated affordable Social/ Rental housing units	51 of households allocated affordable Social/ Rental housing units	-449 of households allocated affordable Social/ Rental housing units	Assist in unblocking of delays in the construction of Social and CRU projects	

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS			
National Outcome		9	A responsive, accountable, effective and efficient local government system						
National KPA		Municipal Institutional Development and Transformation							
		Good Governance Public Participation							
MTAS Indicator									
Municipal KPA		Human settlements							
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
	Promotion of mixed land use developments	Percentage of rerouting of bulk water pipe to unlock Vista Park 2 and 3 developments	Percentage rerouting of bulk water pipe	N/A	100% rerouting of bulk water pipe	Draft addendum to service level agreement is under discussion	-100% re-routing of bulk water pipe	Finalization of addendum to allow developer to carry out the re-routing of pipe	
	Internal Services (Water and Sanitation)	Number of Households connected with water and sanitation	Completion certificates	N/A	1000 households connected with internal service	Not achieved	-1000 households connected with internal service	Request for roll-over to complete the construction	
	Security of tenure	Households provided with Permission to Occupy (PTO`s)	Number of Households provided with PTO`s	668 provided with Permission to Occupy (PTO`s)	3000 provided with Permission to Occupy (PTO`s)	495 provided with Permission to Occupy (PTO`s)	-2505 provided with Permission to Occupy (PTO`s)	Intensify door to door verification while relocating and resettling people within their demarcated ervens with pegs.	

ALIGNMENT AND LINKAGE	No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS			
National Outcome	9	A responsive, accountable, effective and efficient local government system						
National KPA	Municipal Institutional Development and Transformation							
	Good Governance Public Participation							
MTAS Indicator								
Municipal KPA	Human settlements							
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
Revenue Enhancement	Sale of land	Number of land parcels Aailed through bidding process	Advertisement or Council approval and Signed Deed of Sale	Not Achieved	50 of land parcels Aailed through bidding process	Not achieved	-50 of land parcels Aailed through bidding process	To be expedited in the new financial year
	Review and/or renewal and conclusion of new revenue agreements	Number of reviewed and /or renewal and conclusion of new contracts for sundry and commercial property lease agreements	Lease agreements reviewed and/or renewed and entered into.	44 contracts	60 of reviewed and /or renewal and conclusion of new contracts for sundry and commercial property lease agreements	9 of reviewed and /or renewal and conclusion of new contracts for sundry and commercial property lease agreements	-51 of reviewed and /or renewal and conclusion of new contracts for sundry and commercial property lease agreements	To engage Legal Services to speed up the drafting and signing process of contracts
Acquisition of land for commonage	Acquisition of land for commonage	Number of hectares Acquired	Deed of sale signed/expropriation approved	203,3136 hectares acquired	600 hectares Acquired	Not achieved	-600 hectares Acquired	Funding could not be secured. Further attempts for funding during Adjustment

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS			
National Outcome		9	A responsive, accountable, effective and efficient local government system						
National KPA		Municipal Institutional Development and Transformation							
		Good Governance Public Participation							
MTAS Indicator									
Municipal KPA		Human settlements							
IDP Objective	Strategy	KPI	Unit of measurements	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
								Budget	
	Acquisition of identified properties for Waaihoek Development	Number of Properties Acquired	Deed of sale signed/expropriation approved	N/A	41 Properties Acquired	0 Properties Acquired	41 Properties Acquired	Accelerate negotiations and secure funding during the adjustment budget of 2017/2018	

6.4.8 OFFICE OF THE CITY MANAGER

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS		PERFORMANCE TARGETS				
National Outcome		9	A responsive, accountable, effective and efficient local government system						
National KPA		Municipal Institutional Development and Transformation							
		Good Governance Public Participation							
MTAS Indicator		Public participation							
		Governance							
Municipal KPA		Good governance							
IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
Provide strategic leadership and planning with well-defined targets aligned to the budget	Provide strategic leadership, involvement and planning	Reviewed 2017/18 Integrated Development Planning, SDBIP and business plans	Approved IDP 2017/18	Approved IDP 2016/17	Reviewed IDP 2017/18	Reviewed IDP 2017/18	None	None	
		Service delivery and budget implementation plan (SDBIP) compiled annually	Approved SDBIP 2017/18	Approved SDBIP 2016/17	2017/18 SDBIP developed and approved by the Executive Mayor 28 days after the approval of the IDP and budget	2017/18 SDBIP developed and approved by the Executive Mayor 28 days after the approval of the IDP and budget	None	None	
		Mid-year budget and performance assessment report developed	Approved mid-Year 2016/17	Approved Mid-year	2016/17 mid-year budget and performance assessment report	2016/17 mid-year budget and performance assessment report	None	None	

Strengthen community involvement to participate in the affairs of the municipality and influence resource allocation	Enhance public participation in the affairs of the municipality	number of clustered ward based plans developed and approved by council	ward based plans implemented	Not Achieved	12 clustered ward based plans	Not achieved	-12 clustered ward based plans	To be implemented in the 2017/18 Financial Year
Compliance to good governance through Enterprise Wide Risk Management	Pro Active Risk Management governance framework and processes	Number of Risk management report developed	Section 52 and Section 72	3 governance documents reviewed - 2015/16 Strategic Risk Registers reviewed and updated	5 reports on implementation of Risk Management and action plan	1 Report on the Strategic Risk Register 2016/17 report re-evaluated with Social Services. Reviewed Draft Risk Management Policy, Strategy and Terms of Reference for the Risk Management Committee. Risk Management Report 2016/17 for the Audit Committee Meeting held on the 2nd June 2017. Appointment of the Risk Management Committee Chairperson. Held Piloting of the Risk Management with All Directorates with the National Treasury on the 16-17 May 2017. 1 Risk Management Implementation Plan 2016/17 report.	None	None

	Effective Anti-Fraud and Corruption prevention and response	number of anti-fraud and corruption investigation concluded	investigation report developed	3 Reports on Irregular Expenditure issued	Investigate all reported allegations of fraud and corruption incidences	7 reported allegations of fraud and corruption incidences Completed and 10 Reported allegations of fraud and corruption incidents are being finalized. 5 Allegations of Fraud and theft received for the Quarter 3 and the investigations are ongoing. 7 Allegations of Fraud and theft received for the Quarter 4 and the investigations is ongoing.	None	None
Strengthening International relations	Number of twining with other cities	Number of MOU entered into	MOU with African City	Not Achieved	1 MOU with an African city	Not achieved	-1 MOU with an African city	To be implemented in the 2017/18 FY
Strengthening Intergovernmental Relations	Start collaborating on planning of projects	There will be cooperation agreements entered into.	MOU with departments	MoU signed with the Central University of Technology	2 MoU's with provincial departments	Not achieved	-2 MoU's with provincial departments	To be implemented in the 2017/18 FY
Strengthen and reactivate the knowledge management and innovation programme in the city	Develop a knowledge management action plan	Knowledge Management Strategy developed and updated	Knowledge Management Strategy	N/A	100% Implementation of Knowledge Management Strategy	KM Strategy Reviewed Action Plan Implementation	None	None

	Develop case studies	Number of Case Studies developed	Case studies developed	N/A	2 case studies developed	Case studies presented at the National KMRG 1. MMM Spatial Portal 2. Mangaung Knowledge Champions	None	None
	Unearth innovation in the city through fostering partnership with institutions of higher learning (CSR, SACN and UCLGA)	100% implementation of agreement on innovation with partners	MoUs Close out reports	Community Orientated primary health care with, Universities of Pretoria and UFS and the Department of Health MOU with CUT on Innovation and Entrepreneurship.	40% implementation of agreement on innovation with partners	SMME implementation agreement on training of Cooperatives through CUT/ENACTUS completed Project planning phase for MMM's Data Almanac with SACN completed	Discussions with other partners are in place – no formal agreements signed yet	To finalise agreements with other partners
	Enhancing interface with Citizen	Quality of Life Survey conducted	Quality of Life Survey Report	Terms of reference developed and proposals requested from 3 institutions of higher learning	Published survey report	Not achieved	Published survey report	To be implemented in the 2017/18 FY
Strengthen performance management system	Improve performance management and accountability	Performance management system is embedded within the institution through training and induction	Performance Reports	8 reports developed	5 performance reports developed	5 performance reports developed	None	None

Maintaining strong and effective oversight structures	Establishment of effective, functioning Audit, Committees consisting of knowledgeable persons	Number of Audit Committee meetings fully operational and meeting at least 4 times annually	Fully operational Audit Committee	6 Meetings 27/08/15 09/10/15 06/11/15 03/12/15 27/01/16 29/03/16	At least four (4) meetings held	5 meetings held 30 August 2017 10 November 2017 3 March 2017 2 June 2017 30 June 2017	+1	None
Functional Internal Audit Activity,	Fully capacitated Internal Audit Activity consisting of competent and knowledgeable staff	Functional Internal audit activity operating according to the IIA Standards and approved risk based three year rolling strategic audit plan	Fully Functional Internal Audit	All planned audit assignments completed with the exception of IT Audit. A total of 31 Internal Audit Reports have been issued.	Completion of all planned annual internal audit assignments	23 internal audit assignments Completed	-3	To be finalised 1 st & 2 nd Quarter of the new FY 2017/18
To improve public transport system and services	Implementation of Integrated Public Transport Network (IPTN) with Non-Motorised Transport Initiatives	Council approved Operational and Business Plans	Council Approval		Approved Operational and Business Plans by Council	Draft Operational Plan submitted to MAYCO for discussion. Business Plan still awaiting finalization of Surveys.		
		100% completion of section 78 processes of System Act irt or Public Transport System	Council approved section 78 process of MSA report	-	Section 78 investigation concluded	Not achieved	Section 78 investigation concluded	To be expedited in the next financial year

		Signed Memorandum of Agreement (MoA) with Taxi Industry on the Public Transport System	Signed MoA by City Manager and the Taxi Industry on the Public Transport System		Signed MOA	Not achieved	Signed MOA	To be expedited in the next financial year
		Negotiated Bus Operating Company Agreement (BOCA) to be entered into by Operators in terms of section 41 of the National Land Transport Act (NLTA)	Negotiated Bus Operating Company Agreement (BOCA)	-	Negotiated Bus Operating Company Agreement (BOCA) to be entered into by Operators	Not achieved	Negotiated Bus Operating Company Agreement (BOCA) to be entered into by Operators	To be expedited in the next financial year
		100% completion of IPTN Phase 1 trunk routes	Percentage Completion of Kilometres for Trunk Route (Bi-directional dual lanes).	80% completion of IPTN Phase 1 Trunk routes	1.2 km of Maphisa Road	1.2 km of Maphisa Road completed	None	None
		50% completion of Maphisa/Forthare BRT phase 2, fully compliant to Universal Accessibility Specifications	Percentage Completion of Kilometres for Trunk Route (Bi-directional dual lanes).	0%	3 km of Fort Hare/Harvey Road upgraded	30% km of Fort Hare/Harvey Road upgraded	70% km of Fort Hare/Harvey Road upgraded	The contractor has put corrective measures to deliver timeously the project as expected. The consulting Engineers have also committed to steering the contractor in the right direction to meet the target.

		100% completion of Park Road Non-Motorised Transport (Pedestrian and Cycling) fully compliant to Universal Accessibility Specifications	Percentage Completion of Kilometres for Non-Motorised Transport Routes	0%	Construction of Pedestrian Walkways & Cycling lanes with associated roads furniture	40% Construction of Pedestrian Walkways & Cycling lanes with associated roads furniture	-60 % Construction of Pedestrian Walkways & Cycling lanes with associated roads furniture	Work will be expedited after the delays due to labour unrest
		100% completion of Elizabeth Road Non-Motorised Transport (Pedestrian and Cycling) fully compliant to Universal Accessibility Specifications	Percentage Completion of Kilometres for Non-Motorised Transport Routes	0%	Construction 1.5 km of Pedestrian Walkways & Cycling lanes with associated roads furniture	Not achieved	-1.5 km of Pedestrian Walkways & Cycling lanes with associated roads furniture	To be expedited in the next financial year

6.4.9 CORPORATE SERVICES

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS				PERFORMANCE TARGETS		
National Outcome		9	A responsive, accountable, effective and efficient local government system						
National KPA		Municipal Institutional Development and Transformation							
		Good Governance Public Participation							
MTAS Indicator		Public participation							
		Governance							
Municipal KPA		Good governance							
IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
Enhance IT governance and strategy and formulate governance plans and strategies, as well as accompanying policies and procedures, to concurrently enable the municipality to achieve its strategic vision, support audit requirements, manage risk, and exhibit responsible financial management	Effective and efficient IT transmission in the MMM	ICT SECURITY EQUIPMENT		N/A	Procure and install ICT security equipment for 2 data centres	ICT firewall configured and installed at Fresh Produce Market Data Centre	None	None	
		Telecom infrastructure support	Completion certificate	N/A	Procurement and installation of PABXs for 3 buildings	PABX not procured	Procurement and installation of PABXs for 3 buildings	To be accelerated in 2017/18 FY	
		Data centre infrastructure	Completion certificate	N/A	Replacement and Maintenance of Uninterrupted Power supplies in 2 data centres and 1 remote site	UPS not procured	Replacement and Maintenance of Uninterrupted Power supplies in 2 data centres and 1 remote site	To be accelerated in 2017/18 FY	

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS				PERFORMANCE TARGETS		
National Outcome		9	A responsive, accountable, effective and efficient local government system						
National KPA		Municipal Institutional Development and Transformation							
		Good Governance Public Participation							
MTAS Indicator		Public participation							
		Governance							
Municipal KPA		Good governance							
IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action	
		Radio links	Completion certificate	N/A	Procurement and installation of Radio Links for 3 remote sites	Tender technical report was submitted to the bid evaluation committee	Procurement and installation of Radio Links for 3 remote sites	To be accelerated in 2017/18 FY	
		Network infrastructure support	Completion certificate	N/A	Procurement and Upgrade Infrastructure Switches to Power over Ethernet switches at 3 buildings	POE switches not installed	Procurement and Upgrade Infrastructure Switches to Power over Ethernet switches at 3 buildings	To be accelerated in 2017/18 FY	
Maximize usage of sporting, social facilities	Rehabilitating of existing sports social facilities	Number of sporting and social facilities to be rehabilitated • Construction of a new community centre in thabanchu	Completion certificates		10 social and sporting amenities rehabilitated.	2 x Social amenity: Billy Murison & Johnson Bendile Stadium	1 x Social amenity	To be expedited in the new F/Y 2017/18	

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS		
National Outcome		9	A responsive, accountable, effective and efficient local government system					
National KPA		Municipal Institutional Development and Transformation						
		Good Governance Public Participation						
MTAS Indicator		Public participation						
		Governance						
Municipal KPA		Good governance						
IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
		<ul style="list-style-type: none"> • Johnson Bendile stadium: construction • Multipurpose centre: grassland 2 • Rehabilitation of Arthur Nathan swimming pool • Rehabilitation of freedom square sport centre • Renovation of historical building: city hall • Upgrading of billy murison stadium 						

ALIGNMENT AND LINKAGE		No	OBJECTIVES AND INDICATORS			PERFORMANCE TARGETS		
National Outcome		9	A responsive, accountable, effective and efficient local government system					
National KPA		Municipal Institutional Development and Transformation						
		Good Governance Public Participation						
MTAS Indicator		Public participation						
		Governance						
Municipal KPA		Good governance						
IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance (2015/16)	Annual Target 2016/17	Actual Performance	Variance	Corrective Action
		<ul style="list-style-type: none"> Upgrading of botshabelo stadium Upgrading of mmabana stadium Upgrading of selossha stadium						
		Upgrading of Municipal Buildings	Completion Certificate		3 x Regional Offices	None	1 x Building	To be expedited in the new F/Y 2017/18
		Construction of new Municipal Building	Progress Report	None	1 x Building	50% of new office block and clock room at Botshabelo	Methodology achieved	To be expedited in the new F/Y 2017/18

CHAPTER 4 - ORGANISATIONAL DEVELOPMENT PERFORMANCE

COMPONENT A: INTRODUCTION TO MUNICIPAL PERSONELL

The attainment of a capable and developmental state as envisioned in the National Development Plan (NDP) hinges amongst others on the right quality and quantity of human resources. The delivery of quality enhanced services in a sustainable manner to the broader populace of Mangaung is also influenced by the creation of an adequately balanced and skilled workforce that espouses the ideals of Batho Pele. MMM continually strives for establishing an “appropriately sized” institutions with a balance of skills related to our core functions and administrative support.

The table below reflects

4.1 EMPLOYEE TOTALS, STAFF TURNOVER AND VACANCIES 2016/17

Table 4.1: EMPLOYEES

Description	Year 2016/17	
	Employees	Vacancies
	No.	No.
Directorate Corporate Services	436	174
Directorate Economic and Rural Development	25	39
Engineering Services	824	1107
Finance	295	201
Directorate Human Settlements and Housing	172	137
Office of the City Manager	387	186
Planning	89	174
Directorate Social Services	841	817
Strategic Programmes and Service Delivery Monitoring	64	65
Waste and Fleet Management	636	459
Totals	3771	3359

Table 4.2: VACANCY RATE

Designations	Total No Approved Posts	No Vacancies
Municipal Manager	1	0
CFO	1	0
Other S57 Managers (excluding Finance Posts)	9	2
Other S57 Managers (Finance posts)	0	0
Traffic officers	89	106
Fire fighters	104	65
Senior management: Levels 002-003 (excluding Finance Posts)	182	100
Senior management: Levels 002-003 (Finance posts)	17	11
Highly skilled supervision: levels 004-006 (excluding Finance posts)	321	429
Highly skilled supervision: levels 004-006 (Finance posts)	37	55
Total	579	768

Staff Turnover across the municipality relates to all terminations (dismissals, resignations, retirements, medical terminations etc.) for the period under review.

Table 4.3: STAFF TURN-OVER RATE

Details	Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-over Rate*
	No.	No.	
Year - 2016/17	3771	258	6.84%

COMPONENT B: MANAGING WORKFORCE

Note: MSA 2000 S67 requires municipalities to develop and adopt appropriate systems and procedures to ensure fair; efficient; effective; and transparent personnel administration in accordance with the Employment Equity Act 1998.

Work force management within MMM is compliant with all legislative requirements governing the workplace together with collective agreements concluded by the parties at the SALGBC. There is an extensive consultation process with organized labour on issues of mutual interest at the Local Labour Forum.

This is done through management of the recruitment process, selection and placement of staff; so that the best suitably qualified candidates are employed.

Employee benefits including sick leave are administered in terms of applicable labour legislation, Conditions of Service, Collective Agreements and policies by means of an integrated Electronic Human Resource Management System.

The HR Policies Unit also obtains its mandate from section 67 of the MSA and therefore strives to develop and implement cutting-edge internal Human Resources Policies which are compliant to legislation and ensures that the Municipality achieves its vision and developmental objectives as set out in the Mangaung Metro Municipality's Integrated Development Plan (IDP).

The policies and procedures supplement the conditions of employment of every employee, the workplace rules issued from time to time by the Municipality, and the code of conduct for staff members of municipalities contained in Schedule 2 of the Municipal Systems Act. As such it attempts to establish a set of rules for the consistent interpretation and application of collective agreements and legislation governing human resources management in the Municipality

Subsequent to the Municipal Elections in August 2016, the Local Labour Forum (LLF) and its Sub-Structures have been re-constituted to accommodate new Councillors and newly appointed Senior Managers. All draft policies have therefore been presented to the new office bearers.

Progress made in the development of policies entails the drafting of these policies that are submitted to the EMT, Section 80 Committee and the LLF for consultation. The Human Resource Management Sub-Directorate established an internal HR Policy Forum and has as a result developed a number of policies that have already been submitted to EMT. A number of policies as indicated in the table above have also been referred to Section 80 Committee for consideration. These will be submitted to the LLF for consultation to be later approved and adopted by Council.

Table 4.4: HR POLICIES AND PLANS

HR Policies and Plans				
Date	Name of Policy	Completed	Reviewed	Date adopted by council or comment on failure to adopt
14/12/15	SALGA Job Evaluation Policy	100%		Adopted by Council on 14/12/2015. Implemented on 01/07/2016
2013 and 2016	Code of Conduct for Municipal Staff	100%		Communicated to all MMM staff by internal info.
12/05/17	Employment Equity Policy	90%%		Approved by EMT and referred to Section 80, August 2017
15/12/16	Employment Equity Plan	100%		Approved by City Manager and submitted to Department of Labour on 09/01/2017 as per EE legislation.
12/05/17	Career Planning Policy	90%%		Approved by EMT and referred to Section 80, August 2017
12/05/17	HRM&D Strategy	90%		Approved by EMT and referred to Section 80, August 2017
12/05/17	Succession Planning Policy	90%		Approved by EMT and referred to Section 80, August 2017
12/05/17	Internship and Work Integrated Learning Policy	90%		Approved by EMT and referred to Section 80, August 2017
12/05/17	Recognition of Prior Learning (RPL)	90%		Approved by EMT and referred to Section 80, August 2017
04/05/17	Occupational Health and Safety Policy	80%		Adopted by Internal Policy Forum
04/05/17	Personal Protective Equipment Policy (PPE)	80%		Adopted by Internal Policy Forum
04/05/17	Organizational Design Policy	80%		Adopted by Internal Policy Forum
04/05/17	Employee Wellness Policy	80%		Adopted by Internal Policy Forum
04/05/17	Bereavement Policy	80%		Adopted by Internal Policy Forum
12/05/17	Firearm and Operational Procedures Policy	90%		Approved by EMT and referred to Section 80, August 2017
04/05/17	Sexual Harassment Policy	80%		Adopted by Internal Policy Forum
04/05/17	Recruitment Selection and Appointment Policy	80%		Adopted by Internal Policy Forum

HR Policies and Plans				
Date	Name of Policy	Completed	Reviewed	Date adopted by council or comment on failure to adopt
28/04/17	Workplace Skills Development Plan	100%		Submitted to LGSETA on 28 April 2017 as per legislative requirement
12/05/17	HIV Aids STI and TB Policy	90%		Approved by EMT and referred to Section 80, August 2017
04/05/17	Anti-Discrimination Policy	80%		Adopted by Internal Policy Forum
04/05/17	Disability Policy	80%		Adopted by Internal Policy Forum

The Human Resource Management Sub-Directorate established an internal HR Policy Forum and has developed a number of policies that have to be submitted to EMT. A number of policies as indicated in the table above have already been referred to Section 80 Committee for consideration. These will be submitted to the LLF for consultation to be later approved and adopted by Council.

Table 4.5: NUMBER AND COST OF INJURIES ON DUTY

Number and Cost of Injuries on Duty					
Type of injury	Injury Leave Taken	Employees using injury leave	Proportion employees using sick leave	Average Injury Leave per employee	Total Estimated Cost
	Days	No.	%	Days	R
Required basic medical attention only	300	33	-	14.4	R55 033.28
Approved Section 24 Cases	174	7	-	29	R86 566.90
Temporary total disablement	-	-	-	-	-
Permanent Disablement	-	-	-	-	-
Fatal	1	-	-	-	-
Total	475	40	-	43.4	R141 600.18

Table 4.6: NUMBER OF DAYS AND COST OF SICK LEAVE

Number of days and Cost of Sick Leave (excluding injuries on duty)						
Salary band	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees	Estimated cost
	Days	%	No.	No.	Days	R' 000
Lower skilled (Levels 016-018)	10 924	17.03%	1 298	1 643	6.65	R4 146 599.72
Skilled (Levels 013-015)	202	16.83%	27	132	1.53	R86 473.80
Highly skilled production (levels 007-012)	15 099	19.04%	1 902	1 652	9.14	R11 765 136.46
Highly skilled supervision (levels 004-006)	2 547	18.10%	353	381	6.69	R3 837 489.76
Senior management (Levels 002-003)	1 408	14.28%	172	186	7.57	R2 964 169.07
MM and S57	30	3.33%	2	9	3.33	R186 211.95
Total	30 210	17.98%	3 754	4003	7.55	R22 986 080.77

Injuries: The **classification** under type of injury does not clearly make provision to capture serious injury on duty cases, where the injured was of duty 14 days or longer some up to 6 months, but the employee returned to his work after rehabilitation. Therefore we added another classification namely, **approved Section 24 cases.**

The **total estimated cost** not only includes the injury on duty cases, but also the sundry payments for injury on duty pensioners. Furthermore cognisance should be taken that an injury on duty case run over a two year period and whilst the injury on duty date was not in the financial year cost can still be payable in the next year

Examination of injury on duty cases

Examination of injury on duty cases are done by a doctor who treated the patient as determined /required by the Compensation for Occupational Injuries and Diseases act, If the injured was treated by the Doctor at our clinic then that doctor will be responsible for all follow-ups.

Table 4.7: NUMBER AND PERIOD OF SUSPENSIONS

Number and Period of Suspensions							
NO	Personal Details			Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	Date Finalised
	Name	Pay No	Position				
1.	Litabe ML	09-820-3	Cleaner	Theft (Computer Hard Drives)	13 th January 2017	Charges have been served	Set-down is 7 th and 8 th Sept 2017
2	Moopela TE	03-328-4	General Worker				
3	Segano KP	09-856-2	Cleaner				
4	Diphagwe IK	04-276-7	Meter Reader				
5.	Me Melato TG	08-709-4	Clerk Gr 2	Fraud (Selling of Sites)	07 March 2017	<ul style="list-style-type: none"> Investigation completed Disruptions of Industrial Action Appointment of replacement Initiator Ready to be prosecuted immediately after the Appointment of the Initiator 	Pending
6	Me Machesa M	00-214-7	Snr Housing Officer				
7	Mr Mothibi OI	04-476-5	Clerk Gr 2				
9	Barnes D	00-353-1	Manager: Zoo	Theft (Rhino Horns)	April 2017	Investigations completed and charges to be submitted to the accused	Suitable date yet to be finalised for hearing set-down
10	Pieterse P	00-315-9	Snr Law Enforcement Officer				

Table 4.8: DISCIPLINARY ACTION TAKEN ON CASES OF FINANCIAL MISCONDUCT

COMPONENT C: CAPACITATING THE WORKFORCE

One of the key challenges around an integrated process of skills development within the municipality has been a lack of a comprehensive, holistic and integrated framework for human capital development that will guide and integrate key processes such as training needs analysis, career pathing and planning, succession planning, management and leadership development, knowledge exchange and innovation. To this end a draft succession planning policy was developed with a view of consolidating all the key mandatory processes for effective human capital development, *albeit* the strategy must go through the internal approval processes that will culminate with Council approval of the document.

During the year under review the municipality also complied with the Skills Development Act requirement of submitting to the Local government SETA (LGSETA) the Workplace Skills Plan (WSP) on the due date of 30th April 2015.

Table 4.9: FINANCIAL COMPETENCY DEVELOPMENT

Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c))	Consolidated: Total of A and B	Consolidated: Competency 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 (Regulation 14(4)(e))
<i>Accounting officer</i>	1	1	1	1		1
<i>Chief financial officer</i>	1	1	1	1		1
<i>Senior managers</i>	8	8	8	8		8
<i>Any other financial officials</i>	192	192	192	100	95	100
<i>Supply Chain Management Officials</i>	31	31	31	31		31
<i>Heads of supply chain management units</i>	1	1	1	1		1
<i>Supply chain</i>	2	2	2	2		2

<i>management managers</i>						
TOTAL	236	236	236	139	95	144

25 Targeted Officials underwent and completed training on the Unit Standards constituting the Required Competency Levels. Training within Mangaung was concluded during August 2016. The Municipality intend on training another group of incumbents this new financial year who do not comply with the set required minimum competency levels.

EMPLOYEE EXPENDITURE

It is extremely important to control workforce expenditure since it is one of the largest single expenditure items on the operational budget of the Municipality. Spending is controlled by means of the approved staff establishment and budget control. Expenditure on overtime is limited according to the "Collective Agreement".

Total Employee Costs 2016/17 =R 1 397 017 037.50

CHAPTER 5 - FINANCIAL PERFORMANCE

1.1 STATEMENT OF FINANCIAL PERFORMANCE

The table 5.1.1 below gives an overview of municipal performance against the budget.

Table 5.1.1: RECONCILIATION OF TABLE A1 BUDGET SUMMARY

RECONCILIATION OF TABLE A1 BUDGET SUMMARY						
Current Year 2016/17						
Description	Original Budget	Adjusted Budget	Final Budget	Actual Outcome	Actual as % of Final Budget	Actual as % of Original Budget
R thousands						
Financial Performance						
Property rates	1 009 751 519	15 719 541	1 025 471 060	993 459 878	97	98
Service charges	3 528 306 579	-14 038 732	3 514 267 847	3 215 219 574	91	91
Investment revenue	66 123 600	-	66 123 600	29 048 255	44	44
Transfers recognised - operational	1 212 506 974	-8 788 144	1 203 718 830	1 077 317 895	89	89
Other own revenue	825 335 211	-	825 335 211	1 595 437 972	193	193
Total Revenue (excluding capital transfers and contributions)	6 642 023 883	-7 107 335	6 634 916 548	6 910 777 400	104	104
Employee costs	-1 780 159 964	32 157 034	-1 744 534 444	1 673 248 326	96	94
Remuneration of Councillors	-57 580 007	2 038 454	-55 541 553	-56 028 903	101	97
Depreciation & asset impairment	-621 796 556	-	-621 739 556	-663 902 460	199	223
Finance charges	-169 480 613	-300 000	-163 603 124	-144 386 611	88	85
Materials and bulk purchases	-1 971 753 142	6 843 236	-1 958 104 877	-1 961 112 630	100	99

RECONCILIATION OF TABLE A1 BUDGET SUMMARY	Current Year 2016/17					
Description	Original Budget	Adjusted Budget	Final Budget	Actual Outcome	Actual as % of Final Budget	Actual as % of Original Budget
Transfers and grants	-32 445 628,00	900 000	-32 445 628	-5 606 920	17	17
Other expenditure	-1 667 744 826	17 342 361	-1 666 010 549	1 136 547 136	68	68
Total Expenditure	-6 598 468 274	23 381 085	-6 575 087 269	-6 553 848 411	100	99
Surplus/(Deficit)	43 555 609	16 273 750	59 829 218	356 928 989	597	819
Transfers recognised - capital	919 386 000	-7 106 762	912 279 238	731 477 287	80	80
Contributions & Contributed assets	30 744 351	-	30 744 351	16 612 298	54	54
Surplus/(Deficit) after capital transfers & contributions	993 685 960	9 166 988	1 002 852 807	1 105 018 574	110	111
Share of surplus/ (deficit) of associate						
Taxation				24 280 825		
Surplus/ (Deficit) for the year	993 685 960	9 166 988	1 002 852 807	1 129 299 399	113	114
Capital expenditure & funds sources						
Capital expenditure	1 806 094 170	-124 191 349	1 681 902 827	1 197 044 609	71	66
Capital transfers recognised	919 386 001	-7 106 701	912 279 300	-	-	-
Public contributions & donations	30 744 351	-	30 744 351	-	-	-
Borrowing	579 849 000	-114 781 314	465 067 686	-	-	-
Internally generated funds	276 114 825	-2 303 335	273 811 490	-	-	-
Total sources of capital funds	1 806 094 177	-124 191 350	1 681 902 827	-	-	-

RECONCILIATION OF TABLE A1 BUDGET SUMMARY		Current Year 2016/17				
Description	Original Budget	Adjusted Budget	Final Budget	Actual Outcome	Actual as % of Final Budget	Actual as % of Original Budget
<u>Cash flows</u>						
Net cash from (used) operating	1 092 790 943	-65 107 338	1 027 683 605	852 206 723	83	78
Net cash from (used) investing	-1 277 561 253	388 185 234	-889 376 019	-1 211 765 551	136	95
Net cash from (used) financing	437 736 223	-175 909 944	261 826 279	265 653 923	101	61
Cash/cash equivalents at the month/year end	252 965 913	-54 400 995	198 564 918	231 774 472	117	92

The Budget Summary Table is divided into three components namely:

- A. Statement of Financial Performance
- B. Spending against Capital Budget
- C. Other Financial Matters.

COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE

A. Total Revenue

The municipality out of its original budget of (6 642 billion) achieved 104% of its adjusted revenue budget of R 6, 910 billion for the year. The main variance on *the final budget can be attributed to the following:*

- Investment revenue was less than the target by 56% (R 37 million);
- Service charges underperformed by 9% (R 229 million)
- Other own revenue over performed by 93% (R 770 million) of the Adjustment Budget.

B. Total Expenditure

The municipality's actual expenditure stood at R 6, 553 billion, representing 99% of the adjusted expenditure budget of R 6, 575 billion. The main variance on the final budget can be attributed to the following:

- Favourable variance of R71 million (-4%) due to unfilled vacancies. However overtime continues to be a risk factor in the management of pay costs.
- Unfavourable variance of R42 million (1%) on depreciation and asset impairment, amount spend (R663 million)
- Other Expenditure actual spend was 1.1 Billion of the allocated adjusted budget.

C. Surplus / (Deficit)

The surplus was R 1 129 billion mainly due to gain from transfer of functions between entities.

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

The actual spending on the capital expenditure is R 1, 197 billion of the final Budget for 2017 (R1, 681 billion). The greater area of under spending as per the funding source is on projects financed through the Integrated National Electrification Grant (Eskom) and Human Settlement Grant (Provincial).

COMPONENT C: CASH FLOWS MANAGEMENT AND INVESTMENTS

The municipal cash and investments balances stood at R 231, 774 million.

5.2 GRANTS

A. Operating Grants

Table 5.2.1: Operating Grants

Grants Performance					
		2016/2017		Year 0 Variance	
Description	Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
R'000					
Operating Transfers and Grants					
National government	1 075 972 000	1 071 139 847	1 063 767 000	1 071 139 847	-7 372 847
Equitable Share	629 731 000	629 731 000	629 731 000	629 731 000	
Finance Management	3 310 000	3 310 000	3 310 000	3 310 000	
Fuel Levy Grant	267 852 000	272 691 000	272 691 000	272 691 000	
EPWP Incentives	5 151 000	5 151 000	5 151 000	5 151 000	
Urban Settlement Development Grant	7 500 000	7 500 000	-	7 500 000	-7 500 000
National Electrification	7 000 000	7 000 000	7 000 000	7 000 000	
Demarcation Grant	13 428 000	13 428 000	10 742 000	13 428 000	-2 686 000
Public Transport	142 000 000	132 328 847	135 142 000	132 328 847	2 813 153
Provincial Government	2 000 000	2 882 939	2 882 939	2 882 939	
Sport and Recreation	2 000 000	2 000 000	2 000 000	2 000 000	
Housing		882 939	882 939	882 939	
District Municipality:					
Other Grant providers	4 695 974	4 695 974	2 042 841	4 695 974	-2 653 133
City of Ghent	500 000	500 000	500 000	500 000	
Skills Development Grant	2 653 133	2 653 133		2 653 133	
Dept. Telecommunications and Postal Services	1 542 841	1 542 841	1 542 841	1 542 841	-
Total Operating Transfers and Grants	1 082 667 974	1 078 718 760	1 068 692 780	1 078 718 760	-10 025 980

The municipality is a recipient of the Operating Grants and Subsidies from the National and Provincial Government's respectively. For the reporting period the actual spending against the adjusted budget is 97.80%.

B. Capital Grants

The adjusted total capital expenditure budget stood at R 1, 68 billion, with the National Government's contribution being 46.6%. The major grant source is the Urban Settlement Development Grant at R 701 million.

Table 5.2.2: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Capital Financing Source	Approved	Adjusted	Actual	% variation on	% variation on
	Budget	Budget		Original Budget	Adjustments Budget
Integrated City Development Grant (National)	10 912 000,00	10 912 000,00		6 053 931,98	4 858 068,02
Urban Settlement Development Grant	717 503 007,00	776 146 850,00	2 519 463,19	700 538 063,64	75 608 786,36
Public Transport Infrastructure and Systems Grant	80 142 000,00	44 471 395,00	-	26 354 579,62	18 116 815,38
Department of Telecommunication and Postal Services	3 750 000,00	3 750 000,00	-	657 894,72	3 092 105,28
Human Settlement Accreditation		2 120 061,00	-	-	2 120 061,00
Neighbourhood Development Partnership Grant	98 579 000,00	66 379 000,00	-	694 052,99	65 684 947,01
TOTAL	910 886 007,00	903 779 306,00	2 519 463,19	734 298 522,95	169 480 783,05

5.3 REPAIRS AND MAINTENANCE

Table 5.3.1: REPAIRS AND MAINTENANCE

Repair and Maintenance Expenditure: Year 2016/17				
R' 000				
	Original Budget	Adjustment Budget	Actual	Budget variance
Repairs and Maintenance Expenditure	373 982 590	331 524 485	397 507 138	0

Repairs and Maintenance Budget constituted 6.83% of the original budget for 2016/17 and 7,36% of the Adjustment Budget of R 6.6 billion. The municipality has spent 100% of its allocated adjusted budget.

5.4 SPENDING AGAINST CAPITAL BUDGET

Table 5.4.1 CAPITAL EXPENDITURE

R'000	Original Budget	Adjustment Budget	Actual
Capital Expenditure	1 806 094 176	1 681 902 827	1 197 044 609
Operating Expenditure	6 642 023 883	6 634 916 548	6 910 777 400
Total expenditure	8 448 118 059	8 316 819 375	8 107 822 009
Capital Expenditure %			

The gross municipal expenditure budget, incorporating the operating and capital budget was set at R 8, 107 billion for 2016/17, following the adjustment budget. Capital expenditure budget constituted 25.3% of the gross expenditure the adjustment budget. For the year ended 30 June 2017, capital expenditure was R 1.197 billion of the gross expenditure amount of R 8.107 billion. Thus taking up only 21% of the total expenditure.

A. Sources of Funding

For the year under review, the municipality's adjusted expenditure budget of R1, 68 billion was funded out of mainly three (3) sources. These are:

- a) External loans to the extent of R 465 million for financing of mainly long-term infrastructure projects and the yellow fleet. The actual spending for the year was R 275 million.
- a) Grants and subsidies amounting to R 912 million was budgeted and R 776 million was spent.
- b) Other sources of funds are funds generated out of surplus funds from the working capital. R 273 million was budgeted of which R471 million was used.

Table 5.4.2: CAPITAL EXPENDITURE FUNDING SOURCES

Capital Expenditure Funding Sources						
	Year -2015/2016	Year 2016/2017				
	Actual	Original Budget (OB)	Adjustment Budget (AB)	Actual	Actual to AB Variance (%)	Adjustment to OB Variance (%)
Source of finance						
External loans	390,239,730	579 849 000	465 067 686	-	-	-
Public contributions and donations	36,603,064	30 744 351	30 744 351	-	-	-
Grants and subsidies	790,009,562	919 386 001	912 279 300	-	-	-
Other	394,408,592	276 114 825	273 811 490	-	-	-
Total	1,611,260,948	1 806 094 177	1 681 902 827	-	-	-
Percentage of finance						
External loans	23.94%					
Public contributions and donations	2.32%					
Grants and subsidies	48.67%					
Other	25.08%					

B. Projects Funded.

Funds earmarked for capital expenditure programmes are used mainly to address basic community service delivery expectation of water and sanitation, electricity, roads and storm-water.

C. Capital Spending on 5 Largest Projects

Funds amounting to R 284, 9 million from the adjusted budget of R 1, 8 billion financed the five largest projects as detailed on table 5.4.3.

Table 5.4.3: CAPITAL EXPENDITURE OF 5 LARGEST PROJECTS

Capital Expenditure of 5 largest projects*					
R' 000					
Name of Project	Current: Year 2016/17			Variance: Current Year 2016/17	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)
REFURBISHMENT OF WATER SUPPLY SYSTEMS	36 000 000	77 862 913	76 171 166	1 691 746	97,82
ADDITION TO STERKWATER WWTW PHASE 3	27 183 240	49 225 514	30 591 441	18 634 072	62,14
RESEALING OF STREETS	15 000 000	53 059 025	48 313 090	4 745 934	91,05
SMART STREETLIGHTS (BLOEMFONTEIN)	15 000 000	35 000 000	38 137 454	-3 137 454	108,96
NEW VEHICLE LEASING	79 849 000	69 849 000	-	69 849 000	0
TOTAL	173 032 240	284 996 452	193 213 153	91 783 298	

PROJECTS WITH THE HIGHEST CAPITAL EXPENDITURE IN YEAR 2016/2017	
REFURBISHMENT OF WATER SUPPLY SYSTEM	
Objective of Project	To refurbish ageing water systems in the City that is made of decrepit cement asbestos pipes that are prone to bursting
Delays	None
Future Challenges	None
Anticipated citizen benefit	Provision of effective water services and reduction of non-revenue water
ADDITION TO STERKWATER WWTW PHASE 3	

Objective of Project	Provide formal stands with waterborne sanitation to eradicate VIP and Pit toilets
Delays	None
Future Challenges	None
Anticipated citizen benefit	Provision of effective sanitation services and support development along N8 Corridor Development
RESEALING OF STREETS	
Objective of Project	Address roads conditions
Delays	None
Future Challenges	None
Anticipated citizen benefit	Effective service delivery
SMART STREETLIGHTS (BLOEMFONTEIN)	
Objective of Project	To install energy saving street lights to ensure visibility even when there is load-shedding and saving on the cost of electricity
Delays	None
Future Challenges	None
Anticipated citizen benefit	Reliable provision of street lighting and possible contribution towards the reduction of crime
NAME OF PROJECT – E VEHICLE LEASING	
Objective of Project	To acquire additional white and yellow fleet for City
Delays	Some of the yellow fleet had to be customised
Future Challenges	
Anticipated citizen benefit	Effective service delivery

D. Capital Expenditure by Class

Appendix Capital L provides an overview of Capital Expenditure by Asset Class and it is broken down into New Asset Programme and Upgrade/Renewal Programme.

In terms of the budget spent on new assets acquired/included in the municipal asset register amounted to R1.1 Billion.

5.5 CASHFLOW MANAGEMENT AND INVESTMENTS

Table 5.5.1: CASH FLOW OUTCOMES

Description	2015/16	Current Year 2016/17		
	Audited Outcome	Original Budget	Adjusted Budget	Year TD actual
R thousands				
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Property rates, penalties, collection charges, service charges and other income	3,332,543	1,928,608,511	2,642,806,617	3,410,181,376
Government - operating	918,76	1,212,506,974	917,378,214	1,866,918,320
Government - capital	790,01	854,879,567	641,504,000	272,341,179
Interest	188,04	193,689,082	78,396,936	253,700,337
Dividends	-			
Payments				
Suppliers and employees	-4,131,748	-2,995,195,998	-3,176,569,747	-4,672,547,971
Finance charges	-8,00	-26,933,846	-8,904,324	-234,408
Transfers and Grants	-5,20	-74,763,347	-56,928,092	-5,810,922
NET CASH FROM/(USED) OPERATING ACTIVITIES	1,092,400	1,092,790,943	1,027,683,604	852,206,732
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE	176,00	97,554,728	-	-
Decrease (Increase) in non-current debtors	1,65	-	-	-
Decrease (increase) other non-current receivables	254,90	-	31 141 686	-
Decrease (increase) in non-current investments	32,55	159,378,442	-225 600 126	-36,326,733
Payments				
Capital assets	-1,485,100	-1,534,494,422	-854,296,020	-1,180,260,942
NET CASH FROM/(USED) INVESTING ACTIVITIES	-1,195,824	-1,277,561,252	-889,376,018	-1,211,765,551
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans	-		-	-

Description R thousands	2015/16	Current Year 2016/17		
	Audited Outcome	Original Budget	Adjusted Budget	Year TD actual
		-		
Borrowing long term/refinancing	173,00	500,000,000	500,000,000	500,000,000
Increase (decrease) in consumer deposits	59,80	9,029,226	-166,880,718	-12,350,304
Payments				
Repayment of borrowing	-65,69	-71 293 003	-71,293,003	-221,995,773
Interest paid	-50,92			
NET CASH FROM/(USED) FINANCING ACTIVITIES	116,19	437,736,223	261,826,279	265,653,923
NET INCREASE/(DECREASE) IN CASH HELD				
Cash/cash equivalents at beginning:	312,91	252,965,914	400,133,865	-93,904,896
Cash/cash equivalents at month/year end:	325,68	252,965,914	400,133,865	339,593,024

5.6 BORROWING AND INVESTMENTS

A. Actual Borrowings

Table 5.6.1: ACTUAL BORROWINGS – YEAR 2012/2013 TO YEAR 2015/2016

Actual Borrowings: Year -2014/15 to Year 2016/17				
R' 000				
Instrument	Year - 2014	Year - 2015	Year 2016	Year 2017
<u>Municipality</u>				
Long-Term Loans (annuity/reducing balance)	191,863,468	592,185,576	774,057,923	500,000,000
Long-Term Loans (non-annuity)				
Local registered stock				
Instalment Credit				
Financial Leases	143,210,786	108,626,102	63,267,454	
PPP liabilities				
Finance Granted By Cap Equipment Supplier				
Marketable Bonds				
Non-Marketable Bonds				
Bankers Acceptances				
Financial derivatives				
Other Securities				
Municipality Total	335,074,254	700,811,678	837,325,377	500,000,000
<u>Municipal Entities</u>				
Long-Term Loans (annuity/reducing balance)				
Long-Term Loans (non-annuity)				
Local registered stock				
Instalment Credit				
Financial Leases	304,782	1,712,287	1,885,865	-
PPP liabilities				
Finance Granted By Cap Equipment Supplier				
Marketable Bonds				
Non-Marketable Bonds				
Bankers Acceptances				
Financial derivatives				
Other Securities				
Entities Total	304,782	1,712,287	1,885,865	-
Total	335,379,036	702,523,965	839,211,242	500,000,000

The consolidated municipal borrowings have grown on a yearly basis from **R 702 524 million** in June 2015, to **R 839 211 million** in 2016 and the current position of **R 500 000 million** in 2017. The funds were used mainly for infrastructure projects, being water reticulation, reservoirs and road and Stormwater projects.

Investments

Table 5.6.2: MUNICIPAL AND ENTITY INVESTMENTS

Municipal and Entity Investments				
R' 000				
Investment* type	Year -2013/14	Year - 2014/15	Year - 2015/16	Year - 2016/17
	Actual	Actual	Actual	Actual
<u>Municipality</u>				
Securities - National Government				
Listed Corporate Bonds				
Deposits – Bank	99,321,305	224,833,758	71,967,778	112,956,742
Deposits - Public Investment Commissioners				
Deposits - Corporation for Public Deposits				
Bankers Acceptance Certificates				
Negotiable Certificates of Deposit – Banks				
Guaranteed Endowment Policies (sinking)				
Repurchase Agreements – Banks				
Municipal Bonds				
Other				
Municipality sub-total	99,321,305	224,833,758	71,967,778	112,956,742
<u>Municipal Entities</u>				
Securities - National Government				
Listed Corporate Bonds				
Deposits – Bank	466,764,374	450,792,807	361,530,142	
Deposits - Public Investment Commissioners				
Deposits - Corporation for Public Deposits				
Bankers Acceptance Certificates				
Negotiable Certificates of Deposit – Banks				
Guaranteed Endowment Policies (sinking)				
Repurchase Agreements – Banks				
Other				
Entities sub-total	466,764,374	450,792,807	361,530,142	
-				
Consolidated total:	566,085,679	675,626,565	433,497,920	231,774,481

The consolidated investments balance has decreased from position of R 433 million in 2015/16 to R 231 million as at 30 June 2017

CHAPTER 6 – AUDITOR GENERAL REPORTS 2016/17

COMPONENT A: AUDITOR – GENERAL OPINION OF MANGAUNG METROPOLITAN MUNICIPALITY CONSOLIDATED FINANCIAL STATEMENTS

Qualified opinion

1. I have audited the consolidated financial statements of the Mangaung Metropolitan Municipality set out on pages ... to ..., which comprise the consolidated statement of financial position as at 30 June 2017, the consolidated statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the consolidated financial statements, including a summary of significant accounting policies.
2. In my opinion, except for the effects of the matters described in the basis for qualified opinion section of my report, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Mangaung Metropolitan Municipality as at 30 June 2017, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2016 (Act No. 3 of 2016) (DoRA).

Basis for qualified opinion

Property, plant and equipment

3. I was unable to obtain sufficient appropriate audit evidence for infrastructure – water meters, as the municipality did not have reliable information on the value of the water meters, its acquisition dates or its condition at year-end. I was unable to confirm these water meters by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to the infrastructure – water meter assets stated at R114 549 089 (2016: R132 151 554), as included in property, plant and equipment in note 12 to the consolidated financial statements. Furthermore, due to unreliable information, I was also unable to confirm the accuracy of the change in accounting policy of R107 743 217, as disclosed in note 59 to the consolidated financial statements and the depreciation expense for the year.
4. I was unable to obtain sufficient appropriate audit evidence for assets completed and capitalised in the financial year due to the unavailability of reliable supporting information. Consequently, I was unable to determine whether any adjustments were necessary to the closing carrying value of work-in-progress for all asset classes of R1 667 462 332 (2016: R1 584 487 656) included in property, plant and equipment in note 12 to the consolidated financial statements. In addition, the municipality did not capitalise projects with a value of R198 976 845 that had been completed during the year and did not recognise expenditure of R40 828 468 incurred on the construction of assets in accordance with GRAP 17, *Property, plant and equipment*.

Context for the opinion

5. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the consolidated financial statements section of my report.

6. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* (IESBA code) and the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
7. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

Material uncertainty related to going concern

8. I draw attention to the matter below. My opinion is not modified in respect of this matter.
9. Note 64 to the consolidated financial statements indicates that certain going concern ratios such as the cash coverage and creditors' days are unfavourable. As included in note 17, the average repayment term of suppliers are 95 days (2016: 99 days). Furthermore, trade payables in note 17 includes an amount owed to the water board of R310 269 773 (2016: R96 646 294), which was long overdue. These conditions, along with the matters in paragraph 17 of this report, indicate the existence of a material uncertainty that may cast significant doubt on the municipality's ability to continue as a going concern and to meet its service delivery objectives.

Emphasis of matters

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

Restatement of corresponding figures

11. As disclosed in note 60 to the consolidated financial statements, the corresponding figures for 30 June 2016 have been restated as a result of errors in the consolidated financial statements of the municipality at, and for the year ended, 30 June 2017.

Unauthorised expenditure

12. As disclosed in note 66 to the consolidated financial statements, the municipality incurred unauthorised expenditure of R797 189 381 (2016: R660 833 454) in the year under review due to overspending of the approved budget.

Material losses

13. As disclosed in note 46 to the consolidated financial statements, material losses of R676 656 978 (2016: R249 534 738) were incurred as a result of a write-off of consumer and other trade debtors.
14. As disclosed in note 69 to the consolidated financial statements, material electricity distribution losses of R162 586 611 (2016: R180 249 104) were incurred, mainly due to technical losses, administrative and technical errors, negligence, theft of electricity, tampering with meters and connections that formed part of illegal consumption and faulty meters.
15. As disclosed in note 69 to the consolidated financial statements, material water distribution losses of R217 478 344 (2016: R146 392 570) were incurred, mainly due to burst water pipes, drought tariffs, leakages and unmetered sites.

Material impairments

16. As disclosed in notes 4, 5, 6 and 7 to the consolidated financial statements, consumer and other receivables were impaired by R2 577 534 071 (2016: R2 549 396 429) as a result of uncollectable debtors.

Contingencies

17. As disclosed in note 56 to the consolidated financial statements, the municipality disclosed contingent liabilities of R245 157 386 which, if they realise, will have a material impact on the financial position. These contingent liabilities include R162 850 060 relating to a billing dispute between the municipality and the water board.

Other matters

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

Unaudited disclosure notes

19. In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA in the consolidated financial statements. This disclosure requirement did not form part of the audit of the consolidated financial statements and, accordingly, I do not express opinion thereon.

Unaudited supplementary information

20. The appropriation statement set out on pages xx to xx does not form part of the consolidated financial statements and is presented as additional information. I have not audited this statement and, accordingly, I do not express an opinion thereon.

Service delivery issues

21. In 2012-13, the municipality started with the planning and establishment of the airport development (N8) node with the purpose of establishing a new township development area. Since the commencement of this project, the municipality has spent R141 297 484 on the planning and establishment costs. In the year no progress had been with regard to this project and it was not included in the municipality's budget or reported on in the annual performance report. Approval for the township establishment had not been obtained from the Mangaung Municipal Planning Tribunal.
22. In 2012, the Department of Water Affairs initiated a reconciliation strategy study to ensure that present and future water needs of the greater Bloemfontein area would be met. In response to the study, the municipality conducted a feasibility study for the pipeline to draw water from the Gariep Dam to the Bloemfontein area to address the water crisis. To date the municipality has spent R40 052 788 on this project that has been handed over to the water board for further implementation.
23. The municipality is part of the national process driven by the national Department of Transport to develop an integrated transport network in metropolitan areas. Since commencement of the process, the municipality has spent R189 979 330 on the planning and feasibility study for the establishment of the network funded by the conditional grant received for this purpose. The

municipality has developed and approved an operational plan for phase 1 of the integrated public transport network that covers the period 2016 to 2020.

Responsibilities of the accounting officer for the consolidated financial statements

24. The accounting officer is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with the SA Standards of GRAP and the requirements of the MFMA and DoRA and for such internal control as the accounting officer determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.
25. In preparing the consolidated financial statements, the accounting officer is responsible for assessing the municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the intention is to liquidate the municipality or cease operations, or there is no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the consolidated financial statements

26. My objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.
27. A further description of my responsibilities for the audit of the consolidated financial statements is included in the annexure to the auditor's report.

Report on the audit of the annual performance report

Introduction and scope

28. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected development priorities presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
29. My procedures address the reported performance information, which must be based on the approved performance planning documents of the municipality. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

30. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected development priorities presented in the annual performance report of the municipality for the year ended 30 June 2017:

Development priority	Pages in the annual performance report
Engineering services	x – x
Human settlement	x – x

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

32. The material findings in respect of the reliability of the selected development priorities are as follows:

Engineering services

Number of meters installed

33. The reported achievement for the target relating to the number of meters installed was misstated as the evidence provided indicated 10 214 and not 5 257 as reported.

Various indicators

34. I was unable to obtain sufficient appropriate audit evidence for the reported achievement of the indicators listed below. This was due to the unavailability of supporting documentation. I was unable to confirm the reported achievement by alternative means.

Consequently, I was unable to determine whether any adjustments were required to the reported achievements.

Performance indicator	Reported achievement
Percentage of formal erven with access to functioning basic water supply	61,8%
Number of informal settlements with access to refuse removal	62,5% of informal settlements have access to refuse removal
Number of households with weekly kerb-side waste removal services in formal areas	249 735 households with weekly kerb-side waste removal services in formal areas
Tonnage of waste diverted from the landfill sites	11 348,0 tons
Number of households with access to decent sanitation	5 277 households with access to decent sanitation
Complaints were received regarding single fault lights to be handled and completed within 3 days and area faults within 5 days of receipt	67,34% complaints handled and completed within 3 days 64% of area faults handled and completed within 5 days

Human settlement

Various indicators

35. I was unable to obtain sufficient appropriate audit evidence for the reported achievement of the indicators listed below. This was due to the unavailability of supporting documentation. I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported achievements.

Performance indicator	Reported achievement
Number of title deeds transferred	1 081 title deeds transferred
Number of title deeds issued	2 206 title deeds issued
Households provided with permission to occupy (PTOs)	495 provided with PTO's

Other matters

36. I draw attention to the matters below.

Achievement of planned targets

37. Refer to the annual performance report on pages x to x; and x to x for information on the achievement of planned targets for the year and explanations provided for the underachievement of a significant number of targets. This information should be considered in the context of the material findings on the reliability of the reported performance information in paragraphs 33 to 35 of this report.

Adjustment of material misstatements

38. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of engineering services and human settlement. As management subsequently corrected only some of the misstatements, I reported material findings on the reliability of the reported performance information.

Report on the audit of compliance with legislation

Introduction and scope

39. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the municipality with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
40. The material findings in respect of the compliance criteria for the applicable subject matters are as follows:

Annual consolidated financial statements and annual reports

41. The consolidated financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements of net assets, expenditure and disclosure items identified by the auditors in the submitted consolidated financial statements were subsequently corrected, but the uncorrected material misstatements and supporting records that could not be provided resulted in the consolidated financial statements receiving a qualified audit opinion.

42. The 2015-16 annual report was not tabled in the municipal council within seven months after the end of the financial year, as required by section 127(2) of the MFMA.

Expenditure management

43. Money owed by the municipality was not always paid within 30 days, as required by section 65(2)(e) of the MFMA.
44. Effective steps were not taken to prevent irregular expenditure amounting to R8 752 200 as disclosed in note 68 to the consolidated financial statements, as required by section 62(1)(d) of the MFMA.
45. Effective steps were not taken to prevent fruitless and wasteful expenditure amounting to R7 832 302, as disclosed in note 67 to the consolidated financial statements, as required by section 62(1)(d) the MFMA.

Budget management

46. Reasonable steps were not taken to prevent unauthorised expenditure amounting to R797 189 381, as disclosed in note 66 to the consolidated financial statements, as required by section 62(1)(d) of the MFMA.

Asset management

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

Procurement and contract management

48. Sufficient appropriate audit evidence could not be obtained that the performance of some of the contractors and providers was monitored on a monthly basis, as required by section 116(2)(b) of the MFMA.

Human resource management

49. Some of the senior managers failed to disclose their financial interests within 60 days from date of appointment, as required by regulation 36(1)(a) on the appointment and conditions of employment of senior managers.
50. Some of the senior managers did not sign performance agreements within the prescribed period, as required by section 57(2)(a) of the Municipal Systems Act of South Africa, 2000 (Act No. 32 of 2000).

Consequence management

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

Other information

53. The municipality's accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the consolidated financial statements, the auditor's report thereon and those selected development priorities presented in the annual performance report that have been specifically reported on in the auditor's report.
54. My opinion on the consolidated financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
55. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements and the selected development priorities presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
56. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, and if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate, however, if it is corrected this will not be necessary.

Internal control deficiencies

57. I considered internal control relevant to my audit of the consolidated financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance thereon. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the qualified opinion, the findings on the annual performance report and the findings on compliance with legislation included in this report.
58. The leadership did not effectively monitor and enforce the corrective action plans to address weaknesses in the processes of financial and performance reporting identified in previous financial years.
59. The leadership was slow to respond to the recommendations and the requests of the auditors.
60. The leadership did not implement effective consequence management for poor performance and the non-achievement of deadlines set in the action plan to address the matters reported in the previous financial year.
61. The municipality lacked formalised standard operating procedures to manage performance reporting, including the safeguarding of information and importantly the effective monitoring and evaluation of reported performance information.
62. Weaknesses in the processes and controls pertaining to asset management were not adequately addressed and the lack of regular monitoring and reconciliation of asset information resulted in

the asset register not being reliable. These weaknesses gave rise to material misstatements in the consolidated financial statements.

Bloemfontein

29 January 201 8



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

**COMPONENT B: AUDITOR GENERAL OPINION OF MANGAUNG METROPOLITAN
STAND ALONE FINANCIAL STATEMENT 2016/17**

**Report of the auditor-general to the Free State Legislature and the
council on the Mangaung Metropolitan Municipality**

Report on the audit of the financial statements

Qualified opinion

1. I have audited the financial statements of the Mangaung Metropolitan Municipality set out on pages ... to ..., which comprise the statement of financial position as at 30 June 2017, the statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, except for the effects of the matters described in the basis for qualified opinion section of my report, the financial statements present fairly, in all material respects, the financial position of the Mangaung Metropolitan Municipality as at 30 June 2017, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2016 (Act No. 3 of 2016) (DoRA).

Basis for qualified opinion

Property, plant and equipment

3. I was unable to obtain sufficient appropriate audit evidence for infrastructure – water meters as the municipality did not have reliable information on the value of the water meters, its acquisition dates or its condition at year-end. I was unable to confirm these water meters by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to the infrastructure – water meter assets stated at R114 549 089 (2016: R132 151 554) as included in property, plant and equipment in note 12 to the financial statements. Furthermore, due to unreliable information I was also unable to confirm the accuracy of the change in accounting policy of R107 743 217 as disclosed in note 57 to the financial statements and the depreciation expense for the year.
4. I was unable to obtain sufficient appropriate audit evidence for assets completed and capitalised in the financial year due to the unavailability of reliable supporting information. Consequently, I was unable to determine whether any adjustments were necessary to the closing carrying value of work-in-progress for all asset classes of R1 499 603 987 (2016: R1 406 338 188) included in property, plant and equipment in note 12 to the financial statements. In addition, the municipality did not capitalise projects with a value of R198 976 845 that was completed during the year and did not recognise expenditure of R40 828 468 incurred in the construction of assets in accordance with GRAP 17, *Property, plant and equipment*.

Context for the opinion

5. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.
6. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* (IESBA code) and the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
7. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

Material uncertainty related to going concern

8. I draw attention to the matter below. My opinion is not modified in respect of this matter.
9. Note 62 to the financial statements indicates that certain going concern ratios such as the cash coverage and creditors' days are unfavourable. As included in note 18, the average repayment term of suppliers are 139 days (2016: 139 days). Furthermore, trade payables in note 18 includes an amount owed to the water board of R310 269 773 (2016: R96 646 294), which was long overdue. These conditions, along with the matters in paragraph 16 of this report, indicate the existence of a material uncertainty that may cast significant doubt on the municipality's ability to continue as a going concern and to meet its service delivery objectives.

Emphasis of matters

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

Restatement of corresponding figures

11. As disclosed in note 58 to the financial statements, the corresponding figures for 30 June 2016 have been restated as a result of errors in the financial statements of the municipality at, and for the year ended, 30 June 2017.

Unauthorised expenditure

12. As disclosed in note 64 to the financial statements, the municipality incurred unauthorised expenditure of R722 194 168 (2016: R660 833 454) in the year under review due to overspending of the approved budget.

Material losses

13. As disclosed in note 46 to the financial statements, material losses of R676 656 978 (2016: R249 534 738) were incurred as a result of a write-off of consumer and other trade debtors.

14. As disclosed in note 67 to the financial statements, material water distribution losses of R217 478 344 (2016: R146 392 570) were incurred by the municipality mainly due to burst water pipes, drought tariffs, leakages and unmetered sites.

Material impairments

15. As disclosed in notes 4, 5, 6 and 7 to the financial statements, consumer and other receivables were impaired by R2 359 518 471 (2016: R2 315 444 976) as a result of uncollectable debtors.

Contingencies

16. As disclosed in note 55 to the financial statements the municipality disclosed contingent liabilities of R546 890 171 which, if they realise, will have a material impact on the financial position. These contingent liabilities include disputed transactions between the metro and its entity of R366 082 787 as well as R162 850 060 relating to a billing dispute between the municipality and the water board.

Other matters

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

Unaudited disclosure notes

18. In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA in the financial statements. This disclosure requirement, as contained in the note 72 to the financial statements, did not form part of the audit of the financial statements and, accordingly, I do not express opinion on it.

Unaudited supplementary information

19. The appropriation statement set out on pages XX to XX does not form part of the financial statements and is presented as additional information. I have not audited this statement and, accordingly, I do not express an opinion on it.

Service delivery issues

20. In 2012-13, the municipality started with the planning and establishment of the airport development (N8) node with the purpose of establishing a new township development area. Since the commencement of this project, the municipality has spent R141 297 484 on the planning and establishment costs. In the current year there has been no progress with regard to this project and the project was not included in the municipality's budget or reported on in the annual performance report. Approval for the township establishment has not been obtained from the Mangaung Municipal Planning Tribunal.

21. In 2012, the Department of Water Affairs initiated a reconciliation strategy study to ensure that present and future water needs of the greater Bloemfontein will be met. In response to the study, the municipality conducted a feasibility study for the pipeline to draw water from the Gariep Dam to the Bloemfontein area to address the water crisis. To date the municipality has spent R40 052 788 on this project that has been handed over to the water board for further implementation.
22. The municipality is part of the national process driven by the national Department of Transport to develop an integrated transport network in the metropolitan areas. Since commencement of the process, the municipality has spent R189 979 330 on the planning and feasibility study for the establishment of the network funded by the conditional grant received for this purposes. The municipality has developed and approved an operational plan for phase 1 of the integrated public transport network that covers the period 2016 to 2020.

Responsibilities of the accounting officer for the financial statements

23. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the SA Standards of GRAP and the requirements of the MFMA and DoRA and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
24. In preparing the financial statements, the accounting officer is responsible for assessing the Mangaung Metropolitan Municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the intention is to liquidate the municipality or cease operations, or there is no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

25. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
26. A further description of my responsibilities for the audit of the financial statements is included in the annexure to the auditor's report.



Introduction and scope

- 27. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected development priorities presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
- 28. My procedures address the reported performance information, which must be based on the approved performance planning documents of the municipality. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
- 29. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected development priorities presented in the annual performance report of the municipality for the year ended 30 June 2017:

Development priority	Pages in the annual performance report
Engineering services (including water and sanitation, waste management, roads and storm water)	x – x
Human settlement	x – x

- 30. I performed procedures to determine whether the reported performance information was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
- 31. The material findings in respect of the reliability of the selected development priorities are as follows:

Engineering services (including water and sanitation, waste management, roads and storm water)

Number of meters installed

- 32. The reported achievement for the target relating to the number of meters installed was misstated as the evidence provided indicated 10 214 and not 5 257 as reported.

Various indicators

33. I was unable to obtain sufficient appropriate audit evidence for the reported achievement of the indicators listed below. This was due to the unavailability of supporting documentation. I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported achievements.

Performance indicator	Reported achievement
Percentage of formal erven with access to functioning basic water supply	61,8%
Number of informal settlements with access to refuse removal	62,5% of informal settlements have access to refuse removal
Number of households with weekly kerb-side waste removal services in formal areas	249 735 households with weekly kerb-side waste removal services in formal areas
Tonnage of waste diverted from the landfill sites	11 348,0 tons
Number of households with access to decent sanitation	5 277 households with access to decent sanitation

Human settlement

Various indicators

34. I was unable to obtain sufficient appropriate audit evidence for the reported achievement of the indicators listed below. This was due to the unavailability of supporting documentation. I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported achievements.

Performance indicator	Reported achievement
Number of title deeds transferred	1 081 title deeds transferred
Number of title deeds issued	2 206 title deeds issued
Households provided with permission to occupy (PTOs)	495

Other matters

35. I draw attention to the matters below.

Achievement of planned targets

36. Refer to the annual performance report on pages x to x; x to x for information on the achievement of planned targets for the year and explanations provided for the underachievement of a significant number of targets. This information should be considered in the context of the material findings on the reliability of the reported performance information in paragraphs 32 to 34 of this report.

Adjustment of material misstatements

37. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of engineering services and human settlement. As management subsequently corrected only some of the misstatements, I reported material findings on the reliability of the reported performance information.

Report on the audit of compliance with legislation

Introduction and scope

38. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the municipality with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
39. The material findings in respect of the compliance criteria for the applicable subject matters are as follows:

Annual financial statements and annual reports

40. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements of non-current assets, expenditure and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected, but the uncorrected material misstatements and supporting records that could not be provided resulted in the financial statements receiving a qualified audit opinion.
41. The 2015-16 annual report was not tabled in the municipal council within seven months after the end of the financial year, as required by section 127(2) of the MFMA.

Expenditure management

42. Money owed by the municipality was not always paid within 30 days, as required by section 65(2)(e) of the MFMA.
43. Effective steps were not taken to prevent irregular expenditure amounting to R6 392 454 as disclosed in note 66 to the annual financial statements, as required by section 62(1)(d) of the MFMA.
44. Effective steps were not taken to prevent fruitless and wasteful expenditure amounting to R7 546 861, as disclosed in note 65 to the annual financial statements, as required by section 62(1)(d) the MFMA.

Budget management

45. Reasonable steps were not taken to prevent unauthorised expenditure amounting to R722 194 168, as disclosed in note 64 to the annual financial statements, as required by section 62(1)(d) of the MFMA.

Asset management

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

Procurement and contract management

47. Sufficient appropriate audit evidence could not be obtained that the performance of some of the contractors and providers was monitored on a monthly basis, as required by section 116(2)(b) of the MFMA.

Human resource management

48. Some of the senior managers failed to disclose their financial interests within 60 days from date of appointment, as required by regulation 36(1)(a) on appointment and conditions of employment of senior managers.
49. Some of the senior managers did not sign performance agreements within the prescribed period, as required by section 57(2)(a) of the Municipal Systems Act, 2000 (Act No. 32 of 2000).

Consequences management

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

Other information

52. The Mangaung Metropolitan Municipality's accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report thereon and those selected development priorities presented in the annual performance report that have been specifically reported on in the auditor's report.
53. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.

54. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected development priorities presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
55. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate, however, if it is corrected this will not be necessary.

Internal control deficiencies

56. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance thereon. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for qualified opinion, the findings on the annual performance report and the findings on compliance with legislation included in this report.
57. The leadership did not effectively monitor and enforce the corrective action plans to address weaknesses in the processes of financial and performance reporting identified in previous financial years.
58. The leadership was slow to respond to the recommendations and the requests of the auditors.
59. The leadership did not implement consequence management for poor performance and the non-achievement of deadlines that were set in the action plan to address the matters reported in the previous financial year.
60. The municipality lacks formalised standard operating procedures to manage performance reporting, including the safeguarding of information and importantly, effective monitoring and evaluation of reported performance information.
61. Weaknesses in the processes and controls pertaining to asset management were not adequately addressed and the lack of regular monitoring and reconciliation of asset information resulted in the asset register not being reliable. These weaknesses gave rise to material misstatements in the annual financial statements.
62. Corrective actions have not been implemented to address the weaknesses in the information technology control environment and system vulnerabilities identified by our audit process.

63. Corrective actions have not been implemented to ensure that the risk management department is sufficiently capacitated and effective. The audit committee did not ensure that management implement and monitor its corrective audit action plan.

1-Auditor-General

Bloemfontein

30 November 2017



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

COMPONENT C: AUDITOR GENERAL OPINION OF CENTLEC (SOC) LIMITED FINANCIAL STATEMENTS 2016/17

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Centlec (SOC) Limited set out on pages 106 to 214, which comprise the statement of financial position as at 30 June 2017, statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Centlec (SOC) Limited as at 30 June 2017, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA), and the Companies Act, 2008 (Act No. 71 of 2008).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.

4. I am independent of the municipal entity in accordance with the International Ethics Standards Board for Accountants' Code of ethics for professional accountants (IESBA code) and the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion. **Material uncertainty related to going concern**

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

7. Note 46 in the financial statements, indicates that the municipal entity incurred a net loss of R80 162 486 during the year ended 30 June 2017 and, as of that date, the municipal entity's current liabilities exceeded its current assets by R269 746 848. These conditions, along with other matters as set forth in note 46, indicate the existence of a material uncertainty that may cast significant doubt on the municipal entity's ability to operate as a going concern and to meet its service delivery objectives.

Emphasis of matters

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

Irregular expenditure

9. As disclosed in note 51 to the financial statements, irregular expenditure of R77 354 959 (2016: R24 754 940) was incurred, mainly due to the over spending (non-cash flow items) of the budget of the municipal entity.

Restatement of corresponding figures

10. As disclosed in note 44 to the financial statements, the corresponding figures for 30 June 2016 have been restated as a result of errors in the financial statements of the municipal entity at, and for the year ended, 30 June 2017.

Material impairments

11. As disclosed in note 4 to the financial statements, consumer receivables from exchange transactions were impaired by R218 015 600 (2016: R233 951 453).

Material losses

12. As disclosed in note 52 to the financial statements, material electricity losses to the amount of R162 586 611 (2015-16: R180 249 104) were incurred, which represents 10,77% (2015-16: 13,23%) of total electricity purchased.

13. Technical losses amounted to R120 806 572 (2015-16: R108 970 164) and were due to the wires (copper or aluminium) being used to distribute electricity that have a certain resistance and, as a result, there is a certain portion of electricity that is lost due to distribution.

14. Non-technical losses amounted to R41 780 039 (2015-16: R71 278 940) and were due to, among others, the result of administrative and technical errors, negligence, theft of electricity, tampering with meters and connections which form part of illegal consumption and faulty meters.

Other matters

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

Unaudited disclosure notes

15. In terms of section 125(2) (e) of the MFMA, the municipal entity is required to disclose particulars of non-compliance with the MFMA in the financial statements. This disclosure requirement did not form part of the audit of the financial statements and accordingly I do not express an opinion thereon.

Unaudited supplementary information

16. The appropriation statement set out on pages xx to xx does not form part of the financial statements and is presented as additional information. I have not audited this statement and, accordingly, I do not express an opinion on it.

Other reports by the Companies Act

17. As part of our audit of the financial statements for the year ended 30 June 2017, I have read the directors' report, the audit committee's report and the company secretary's certificate for the purpose of identifying whether there are material inconsistencies between these reports and the audited financial statements. These reports are the responsibility of the respective preparers. Based on reading these reports I have not identified material inconsistencies between the reports and the audited financial statements. I have not audited the reports and accordingly do not express an opinion on them.

Responsibilities of the accounting officer for the financial statements

19. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with SA Standards of GRAP and the requirements of the MFMA and the

Companies Act for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

20. In preparing the financial statements, the accounting officer is responsible for assessing the Centlec (SOC) Limited's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the intention is to liquidate the municipal entity or cease operations, or there is no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

21. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

22. A further description of my responsibilities for the audit of the financial statements is included in the annexure to the auditor's report.

Report on the audit of the annual performance report

Introduction and scope

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

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

25. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programmes presented in the annual performance report of the municipal entity for the year ended 30 June 2017:

Programmes	Pages in the annual performance report
Programme 5 – Engineering wires	59 – 62
Programme 6 – Engineering retail	63 – 65

26. I performed procedures to determine whether the reported performance information was consistent with the approved performance planning documents. I performed further procedures to

determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

27. The material findings in respect of the usefulness and reliability of the selected programmes are as follows:

Programme 5 – Engineering wires

Complaints were received regarding single fault lights to be handled and completed within three days and area faults within five days of receipt

28. I was unable to obtain sufficient appropriate audit evidence for the reported achievement of targets listed below. This was due to the unavailability of supporting documentation. I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported achievements.

Planned target	Reported achievement
Ninety per cent of the complaints received regarding single street fault lights to be handled and completed within three days of receipt during 2016-17	67,34%
Ninety per cent of the complaints received regarding area street fault lights to be handled and completed within five days of receipt during 2016-17	64,00%

Programme 6 – Engineering retail

Generate four quarterly reports with details of opening and closing times in relation to signed agreements

29. I was unable to obtain sufficient appropriate evidence that clearly defined the predetermined source information, evidence and method of collection to be used when measuring the actual achievement for the indicator, as required by the Framework for managing programme performance information (FMPPPI). This was due to a lack of formal standard operating procedures or documented system descriptions. I was unable to test whether the indicator was well defined by alternative means.

Ensure that 100% of tokens collected by registered indigents in the MMM area receive free basic electricity on a monthly basis throughout 2016-17

30. I was unable to obtain sufficient appropriate audit evidence for the reported achievement of target: Ensure that 90% of tokens collected by registered indigents in the MMM area receive free basic electricity on a monthly basis throughout 2016-17. This was due to the unavailability of supporting documentation. I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported achievement of 87,43% FBE collection of registered indigents for the year under review. **Other matters**

31. I draw attention to the matters below.

Achievement of planned targets

32. Refer to the annual performance report on pages 40 to 69 for information on the achievement of planned targets for the year and explanations provided for the underachievement of a significant

number of targets. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information in paragraphs [28, 29 and 30] of this report.

Adjustment of material misstatements

33. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of Programme 5 – Engineering wires. As management subsequently corrected only some of the misstatements, I raised material findings on the reliability of the reported performance information. Those that were not corrected are reported above.

Report on audit of compliance with legislation

Introduction and scope

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

35. The material findings in respect of the compliance criteria for the applicable subject matters are as follows:

Annual financial statements

36. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements of expenditure and disclosure items identified by the auditors in the submitted financial statement were subsequently corrected and/or the supporting records were provided subsequently, resulting in the financial statements receiving an unqualified audit opinion.

Expenditure management

37. Money owed by the municipal entity was not always paid within 30 days, as required by section 99(2) (b) of the MFMA.

38. Reasonable steps were not taken to prevent irregular expenditure, as required by section 95(d) of the MFMA.

Consequence management

39. I was unable to obtain sufficient appropriate audit evidence that the municipal entity properly investigated matters surrounding allegations of financial misconduct laid against officials of the municipal entity as required by section 172(3) (a) of the MFMA.

Other information

40. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report, which includes the director's report, the audit committee's report and the company secretary's certificate as required by the Companies Act. The other information does not include the financial statements, the auditor's report thereon and those

selected programmes presented in the annual performance report that have been specifically reported on in the auditor's report.

41. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.

In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated. I have nothing to report in this regard.

Internal control deficiencies

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

43. Instability at executive management level contributed to the fact that monitoring and effective performance management systems, processes and procedures had not been adequately developed and implemented, which caused the reliability of performance reporting being insufficient.

44. The financial statements were not adequately reviewed for accuracy prior to submission for auditing, resulting in material corrections having to be made.

Other reports

45. I draw attention to the following engagements conducted by various parties that had, or could have, an impact on the matters reported in the municipal entity's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.

46. An external investigation into inadequate consultancy services provided to the municipal entity was still in progress at year-end, which covers the period from August 2005 to July 2010.

47. An independent consultant is investigating allegations of the possible financial misconduct by a senior official at the request of the municipal entity, which covers the period December 2016 to 30 June 2017. These proceedings are currently in progress.

AUDITOR-GENERAL

Bloemfontein

30 November 2017



CHAPTER 7: MUNICIPAL PUBLIC ACCOUNTS COMMITTEE ON THE ANNUAL REPORT 2016/17

APPENDICES

APPENDIX A: COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE

COUNCILLORS				
#	NAME	Percentage of Council meetings attendance (total of 17 meetings)	Percentage apologies for non-attendance	Percentage of non-apologies for non-attendance
1	COUNCILLOR BOLT W	82.4%	11.7%	5.9%
2	COUNCILLOR BOTES FR	94.1%	5.9%	
3	COUNCILLOR BRITZ JF	94.1%	5.9%	
4	COUNCILLOR CEZULA NB	By-election Ward 39 (out of 3) 100%		
5	COUNCILLOR CHAKA NS	94.1%		5.9%
6	COUNCILLOR DAVIES M	76.5%	23.5%	
7	COUNCILLOR DE BRUIN JM	76.5%	5.9%	17.6%
8	COUNCILLOR DENNIS ME	100%		
9	COUNCILLOR DYOSIBA S	71%	17.6%	11.4%
10	COUNCILLOR FERREIRA TI	94.1%	5.9%	
11	COUNCILLOR GAILELE IL	71%	17.6%	11.4%
12	COUNCILLOR GOLIATH EK	53%	23.5%	23.5%
13	COUNCILLOR KALIYA SG	100%		
14	COUNCILLOR KGANARE DA	18%	35.3%	46.7%
15	COUNCILLOR KHAKHANE VE	88.2%	5.9%	5.9%
16	COUNCILLOR KHOLOMBA KJ	100%		
17	COUNCILLOR KHUNOU LM	94.1%		5.9%
18	COUNCILLOR KLAASEN RS	Replaced Letuka (out of 16) 81.3	18.7%	
19	COUNCILLOR KOTZE GDP	65%	35%	
20	COUNCILLOR LEBITSA GG	82.4%	11.7%	5.9%
21	COUNCILLOR LEBONA NJ	94.1%		5.9%
22	COUNCILLOR LEECH D	88.2%	11.8%	
23	COUNCILLOR LETUKA LJ	Resigned on 29/08/16 0		
24	COUNCILLOR LITABE TK	76.5%	17.6%	5.9%
25	COUNCILLOR LOTRIET PA	88.2%	5.9%	5.9%
26	COUNCILLOR MAHASE MM	88.2%	11.8%	
27	COUNCILLOR MAJARA LJ	100%		
28	COUNCILLOR MAKHALANYANE TS	100%		
29	COUNCILLOR MALELEKA PT	100%		
30	COUNCILLOR MANGCOTYWA ZE	82.4	17.6%	
31	COUNCILLOR MANYONI TM	Resigned on 5/10/16 (out of 4) 50	50%	
32	COUNCILLOR MAPHATHE LM	94.1%	5.9%	
33	COUNCILLOR MAPOTA A	100%		
34	COUNCILLOR MARAIS P	76.5%	23.5%	

35	COUNCILLOR MASOETSA LA	88.2%	11.8%	
36	COUNCILLOR MASOEU TD	100%		
37	COUNCILLOR MATETHA NR	94.1%	5.9%	
38	COUNCILLOR MCKAY DMC	94.1%	5.9%	
39	COUNCILLOR MICHAELS SO	100%		
40	COUNCILLOR MLAMLELI SM	88.2%	11.8%	
41	COUNCILLOR MOEA TJ	Passed on 3/11/16(out of 4) 100%		
42	COUNCILLOR MOFOKENG MJ	94.1%	5.9%	
43	COUNCILLOR MOGAPI KT	100%		
44	COUNCILLOR MOHAPI TD	94.1%		5.9%
45	COUNCILLOR MOHIBIDU PM	100%		
46	COUNCILLOR MOHLABANE RJ	94.1%		5.9%
47	COUNCILLOR MOHLOKI MM	100%		
48	COUNCILLOR MOKOAKOA MI	94.1%		5.9%
49	COUNCILLOR MOKOENA JI	53%	35.3%	11.7%
50	COUNCILLOR MOKOLOKO PR	100%		
51	COUNCILLOR MONYAKOANA NP	88.2%	11.8%	
52	COUNCILLOR MOPELO TM	94.1%		5.9%
53	COUNCILLOR MORAKE MA	88.2%	11.8%	
54	COUNCILLOR MORURI MM	94.1%	5.9%	
55	COUNCILLOR MOTHIBI-NKOANE MM	100%		
56	COUNCILLOR MOTHUPI ML	94.1%	5.9%	
57	COUNCILLOR MOTLOUNG MV	76.5	17.6%	5.9%
58	COUNCILLOR MOTSOMI TE	88.2%	5.9%	5.9%
59	COUNCILLOR MPAKATHE TS	94.1%	5.9%	
60	COUNCILLOR MVALA-MAJOLA DS	100%		
61	COUNCILLOR NAILE TJ	100%		
62	COUNCILLOR NDZUZO T	100%		
63	COUNCILLOR NKHABU M	94.1%	5.9%	
64	COUNCILLOR NKOE MJ	100%		
65	COUNCILLOR NOTHNAGEL J	Replaced Manyoni (out of 11) 81.8	18.2%	
66	COUNCILLOR OLIVIER GJ	71%	11.4%	17.6%
67	COUNCILLOR PETERSEN JE	100%		
68	COUNCILLOR PHALATSE OP	100%		
69	COUNCILLOR PONGOLO XD	100%		
70	COUNCILLOR POONE PP	82.4%	17.6%	
71	COUNCILLOR PRETORIUS JC	88.2%	11.8%	
72	COUNCILLOR PRETORIUS S	94.1%	5.9%	
73	COUNCILLOR RAMABOLU MJ	94.1%	5.9%	
74	COUNCILLOR RAMAINOANE TD	94.1%	5.9%	
75	COUNCILLOR RAMPAI CF	94.1%	5.9%	

76	COUNCILLOR RANCHOBE T	71%	23.1%	5.9%
77	COUNCILLOR RANTAI JH	65%	35%	
78	COUNCILLOR RASILE MM	100%		
79	COUNCILLOR RASOEU LE	88.2%	5.9%	5.9%
80	COUNCILLOR RATSIU NA	58.8%	41.2%	
81	COUNCILLOR SEBOLAI JJ	65%	12%	23%
82	COUNCILLOR SEBOLAO JE	71%	17.6%	11.4%
83	COUNCILLOR SEFUME NR	76.5%	17.6%	5.9%
84	COUNCILLOR SEFUTHI NM	100%		
85	COUNCILLOR SEKAKANYO DM	100%		
86	COUNCILLOR SELEBELI MG	100%		
87	COUNCILLOR SELEKE PL	82.4%	17.6%	
88	COUNCILLOR SHOUNYANA MM	94.1%		5.9%
89	COUNCILLOR SIYONZANA MA	100%		
90	COUNCILLOR SMIT D	Replaced Steyn (out of 16) 69	31%	
91	COUNCILLOR SNYMAN VAN DEVENTER	82.4	11.7%	5.9%
92	COUNCILLOR STEYN MM	Resigned on 29/08/16 0		
93	COUNCILLOR TERBLANCHE AP	100%		
94	COUNCILLOR THATHO MV	100%		
95	COUNCILLOR THIPENYANE G	94.1%	5.9%	
96	COUNCILLOR THWALA ZJ	100%		
97	COUNCILLOR TLADI MM	100%		
98	COUNCILLOR TLALE ME	94.1%		5.9%
99	COUNCILLOR TITI-ODILI LM	100%		
100	COUNCILLOR VAN DER MERWE R	76.5%	23.5%	
101	COUNCILLOR VAN DER WALT TB	94.1%	5.9%	
102	COUNCILLOR VAN NIEKERK HJC	82.4	11.7%	5.9%
103	COUNCILLOR VIVIERS BJ	88.2	11.8%	
104	COUNCILLOR QWEMA MB	100%		

MMM has a total of 100 Councillors

Note that some Councillors resigned and were replaced by others and one passed on and was replaced hence it is 104 in the list.

COUNCILLOR BOLT W	$14 \div 17 \times 100 = 82.4\%$ (rounded off)	$2 \div 17 \times 100 = 11.7\%$	$1 \div 17 \times 100 = 5.9\%$
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APPENDIX B: COMMITTEE AND COMMITTEE PURPOSE

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
Section 79 Committee	Committees are established by the Council from among its members. Council determines the functions of the committee and may delegate powers and duties to it. The Committees report directly to Council.
Section 80	Committees are established by the Council from its members to assist the Executive Mayor. The Executive Mayor appoints a chairperson for each committee from the Mayoral Committee and may delegate powers and duties. The various committees consider and approve the reports and policies. These reports and policies are forwarded to the Mayoral Committee for consideration. It is then referred to Council for approval. They are advisory committees to the Executive Mayor.
Audit Committee	Committee is appointed by Council in terms of the Municipal Finance Management Act No. 56 of 2003 ("the Act"), Section 166, to assist Council, in discharging its oversight responsibilities. It is an independent advisory body to Council.
Budget steering committee	The mayor of a municipality establish a budget steering committee to provide technical assistance to the mayor in discharging the responsibilities as set out in section 168 of the MFMA.
IDP Steering Committee	The mayor of a municipality establish IDP steering committee to provide technical assistance to the mayor in discharging the responsibilities as set out in section 30 of the Municipal Systems Act.
Ward Committees	They are committees meant to encourage participation by the community – their job is to make municipal council aware of the needs and concerns of residents and keep people informed of the activities of municipal council.
LLF	Section 2.8.11 of the Main Collective Agreement of the SALGBC dictates that every employer must establish a Local Labour Forum with equal representation from the trade unions (SAMWU and IMATU) and the employer to strengthen the relationship between the two.

APPENDIX C: TWO TIER STRUCTURE

Departments	HOD Responsible
City Manager	Adv. Tankiso Mea
Corporate Services	Me. Mpatliseng Ramaema
Finance	Mr Ernest Mohlahlo
Engineering service	Mr Mlondolozu Ndlovu
Fleet and Solid Waste	Mr Sello More
Social Services	Mr Mzingisi Nkungwana
Planning	Mr Bheki Mthembu
Human Settlement	Me Jupiter Phaladi
Economic and Rural Development	Mr Teboho Maine
CEO: Centlec (entity)	Mr Andries Mgoqi
Deputy Executive Director: Organisational Planning and Performance Management	Mr Kadimo Masekoane
Acting Deputy Executive Director: Operations	Mr Bennet Comakae

APPENDIX D: FUNCTIONS OF THE MUNICIPALITY/ ENTITY

Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
Air pollution	Yes	
Building regulations	Yes	
Child care facilities	Yes	
Electricity and gas reticulation		Yes (Centlec)
Firefighting services	Yes	
Local tourism	Yes	
Municipal airports	No	
Municipal planning	Yes	
Municipal health services	Yes	
Municipal public transport	Yes	
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No	
Stormwater management systems in built-up areas	Yes	
Trading regulations	Yes	
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes	
Beaches and amusement facilities	No	
Billboards and the display of advertisements in public places	Yes	
Cemeteries, funeral parlours and crematoria	Yes	
Cleansing	Yes	
Control of public nuisances	Yes	
Control of undertakings that sell liquor to the public	No	
Facilities for the accommodation, care and burial of animals		
Fencing and fences		
Licensing of dogs		
Licensing and control of undertakings that sell food to the public	Yes	
Local amenities	Yes	
Local sport facilities	Yes	
Markets		
Municipal abattoirs	Yes	
Municipal parks and recreation	Yes	
Municipal roads	Yes	

Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
Noise pollution	Yes	
Pounds	Yes	
Public places	Yes	
Refuse removal, refuse dumps and solid waste disposal	Yes	
Street trading	Yes	
Street lighting		Yes (Centlec)
Traffic and parking	Yes	

APPENDIX E: WARD INFORMATION

Capital Expenditure of 5 largest projects*					
R' 000					
Name of Project	Current: Year 2016/17			Variance: Current Year 2016/17	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)
REFURBISHMENT OF WATER SUPPLY SYSTEMS	36 000 000	77 862 913	76 171 166	1 691 746	97,82
ADDITION TO STERKWATER WWTW PHASE 3	27 183 240	49 225 514	30 591 441	18 634 072	62,14
RESEALING OF STREETS	15 000 000	53 059 025	48 313 090	4 745 934	91,05
SMART STREETLIGHTS (BLOEMFONTEIN)	15 000 000	35 000 000	38 137 454	-3 137 454	108,96
NEW VEHICLE LEASING	79 849 000	69 849 000	-	69 849 000	0
TOTAL	173 032 240	284 996 452	193 213 153	91 783 298	

PROJECTS WITH THE HIGHEST CAPITAL EXPENDITURE IN YEAR 2016/2017	
REFURBISHMENT OF WATER SUPPLY SYSTEM	
Objective of Project	To refurbish ageing water systems in the City that is made of decrepit cement asbestos pipes that are prone to bursting
Delays	None
Future Challenges	None
Anticipated citizen benefit	Provision of effective water services and reduction of non-revenue water
ADDITION TO STERKWATER WWTW PHASE 3	
Objective of Project	Provide formal stands with waterborne sanitation to eradicate VIP and Pit toilets
Delays	None
Future Challenges	None
Anticipated citizen benefit	Provision of effective sanitation services and support development along N8 Corridor Development
RESEALING OF STREETS	
Objective of Project	Address roads conditions
Delays	None
Future Challenges	None
Anticipated citizen benefit	Effective service delivery
SMART STREETLIGHTS (BLOEMFONTEIN)	
Objective of Project	To install energy saving street lights to ensure visibility even when there is load-shedding and saving on the cost of electricity
Delays	None
Future Challenges	None
Anticipated citizen benefit	Reliable provision of street lighting and possible contribution towards the reduction of crime
NAME OF PROJECT – E VEHICLE LEASING	
Objective of Project	To acquire additional white and yellow fleet for City
Delays	Some of the yellow fleet had to be customised
Future Challenges	
Anticipated citizen benefit	Effective service delivery

APPENDIX F: RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE

Municipal Audit Committee Recommendations		
Date of Committee and Meeting No.	Committee recommendations during Year 2016/17	Recommendations adopted (enter Yes) If not adopted (provide explanation)
01-2016/17-45 31 August 2016	<u>Auditor-General Audit Strategy (2015/16)</u> The Audit Committee resolved to note the Auditor-General strategy document with the request that more detail with regards to the ICT audit review to be included in the document.	Yes
01-2016/17-45 31 August 2016	<u>Naledi Annual Financial Statements for 2015/16</u> The Audit Committee resolved that the Annual Financial Statements be approved for submission to the Auditor-General.	Yes
01-2016/17-45 31 August 2016	<u>Mangaung Metro Municipality Annual Financial Statements for 2015/16</u> The Audit Committee resolved to approve the Annual Financial Statements subject to the corrections on the undefined differences as well as the issue regarding the impairment of the traffic fines.	Yes
01-2016/17-45 31 August 2016	<u>Mangaung Metro Municipality Annual Financial Statements for 2015/16</u> The Audit Committee resolved that the CFO must prepare a report on cash flow budget as per King Report for a projection of six (6) to twelve (12) months and highlight cash balance, average collection rate, the amount that can be collected, grants received and expected expenditure for review by the Audit Committee.	Yes
01-2016/17-45 31 August 2016	<u>Mangaung Metro Municipality Annual Financial Statements for 2015/16</u> The Audit Committee resolved that a report on the liquidity and debt collection must be presented at each meeting going forward.	Yes
01-2016/17-45 31 August 2016	<u>2016/17 Internal Audit Plan</u> The Audit Committee resolved to approve the 2016/17 Internal Audit Plan as presented. (The 2nd year of the 3 year rolling audit plan.)	Yes
01-2016/17-45 31 August 2016	<u>Centlec Annual Financial Statements for 2015/16</u> The Audit Committee resolved in their position as group Audit Committee to recommend that the Annual Financial Statements of Centlec be presented to the Auditor-General for auditing.	Yes

Municipal Audit Committee Recommendations		
Date of Committee and Meeting No.	Committee recommendations during Year 2016/17	Recommendations adopted (enter Yes) If not adopted (provide explanation)
01-2016/17-45 31 August 2016	<u>Centlec Annual Financial Statements for 2015/16</u> The Audit Committee resolved that the issues raised with the intercompany loan between the parent municipality and its entity must be resolved as soon as possible in order to enable the accurate reporting of the consolidated Annual Financial Statements which must be submitted by 30 September 2016.	Yes
01-2016/17-45 31 August 2016	<u>Centlec Annual Financial Statements for 2015/16</u> The Audit Committee resolved that Centlec management should submit together with the Annual Financial Statements the draft Annual Performance Report to the Auditor-General by 31 August 2016.	Yes
03-2016/17-47 3 March 2017	<u>Annual Performance Report for the 2015/16 financial year</u> The Audit Committee resolved to note the 2015/16 Annual Report of the municipality as presented.	Yes
03-2016/17-47 3 March 2017	<u>Annual Performance Report for the 2015/16 financial year</u> The Audit Committee resolved to submit its input on the review of the Annual Report for 2015/16 to MPAC.	Yes
03-2016/17-47 3 March 2017	<u>Auditor-General Report for the 2015/16 financial year</u> The Audit Committee resolved to note the Auditor-General's audit report on the consolidated Annual Financial Statements while flagging the matters on property plant and equipment (PPE), risk management and requesting the submission of the audit action plan at each ordinary audit committee meeting going forward.	Yes
03-2016/17-47 3 March 2017	<u>Risk Management Report</u> The Audit Committee resolved to note the presentation on Risk Management and concerns raised by the Audit Committee will be formally documented in a report to Council.	Yes
03-2016/17-47 3 March 2017	<u>Mid-year MFMA Section 72 Report (financial)</u> The Audit Committee resolved to take note of the MFMA section 72 report as well as the report on debt collection; stating that the impact of the cost containment measures as per MFMA circular 82 will be monitored in the next quarterly reports.	Yes

Municipal Audit Committee Recommendations		
Date of Committee and Meeting No.	Committee recommendations during Year 2016/17	Recommendations adopted (enter Yes) If not adopted (provide explanation)
03-2016/17-47 3 March 2017	<u>2016/17 Mid-year SDBIP Progress Report</u> The Audit Committee resolved to take note of the Mid-year SDBIP Progress Report and the fact that this report will be audited by the Internal Audit Unit.	Yes
03-2016/17-47 3 March 2017	<u>2016/17 1st Quarter Dashboard Report</u> The Audit Committee resolved to take note of the 1st quarter dashboard report, noting that no progress had been made since the previous quarter.	Yes
03-2016/17-47 3 March 2017	<u>2016/17 1st Quarter Legislative Compliance Checklist</u> The Audit Committee resolved that the non-compliance due to submission delays will be discussed with Finance Management at the next meeting, what remedial action can be taken.	Yes
03-2016/17-47 3 March 2017	<u>1st and 2nd Quarter of 2016/17 Internal Audit Quarterly Reports</u> The Audit Committee resolved to take note of the 1st and 2nd Quarter of 2016/17 Internal Audit Quarterly Reports.	Yes
03-2016/17-47 3 March 2017	<u>Internal Audit Charter</u> The Audit Committee resolved to approve the Internal Audit Charter as presented.	Yes
03-2016/17-47 3 March 2017	<u>Internal Audit Procedure Manual</u> The Audit Committee resolved to approve the Internal Audit Procedure Manual.	Yes
03-2016/17-47 3 March 2017	<u>Revision of the 2016/17 Internal Audit Plan</u> The Audit Committee resolved to approve the revised Internal Audit plan as presented.	Yes
03-2016/17-47 3 March 2017	<u>Audit Committee Charter</u> The Audit Committee resolved to adopt the Audit Committee Charter.	Yes
03-2016/17-47 3 March 2017	<u>Audit Committee 2016/17 in year Report to Council</u> The Audit Committee resolved that a report be compiled and submitted to Council.	Yes
04-2016/17-48 2 June 2017	<u>ICT Status Report</u> Audit Committee resolved to note the progress presented and requested that appropriate timelines be included in the document.	Yes

Municipal Audit Committee Recommendations		
Date of Committee and Meeting No.	Committee recommendations during Year 2016/17	Recommendations adopted (enter Yes) If not adopted (provide explanation)
04-2016/17-48 2 June 2017	<u>Risk Management Report</u> The Audit Committee resolved to take note of the report presented and requested management to ensure that the strategic risks register is a true reflection of the risks the municipality is currently exposed to.	Yes
04-2016/17-48 2 June 2017	<u>2016/17 3rd quarter SDBIP Progress Report</u> The Audit Committee resolved to note of the report and the fact that the report still has to go through the internal processes for approval. The Committee referred the Report to the Internal Audit Unit for auditing and verification and took a resolution to engage on the report once it has been audited by the municipality's Internal Audit Unit.	Yes
04-2016/17-48 2 June 2017	<u>2016/17 2nd Quarter Dashboard Report</u> The Audit Committee resolved to note of the report as presented by the General Manager Internal Audit and the fact that there was regression in two areas, namely Financial Management and Risk Management.	Yes
04-2016/17-48 2 June 2017	<u>2016/17 2nd Quarter Dashboard Report</u> The Audit Committee resolved that the Dashboard should be a standing item on the Executive Management Team meetings' agenda to ensure that attention is given to all key drivers of internal controls as outlined in the Dashboard Report.	Yes
04-2016/17-48 2 June 2017	<u>Legislative Compliance Checklist (Q2 of 2016/17)</u> The Audit Committee resolved to note the report as presented by the General Manager Internal Audit and the fact that the report highlighted areas of non-compliance with legislation.	Yes
04-2016/17-48 2 June 2017	<u>3rd Quarter of 2016/17 Internal Audit Quarterly Report</u> The Audit Committee resolved to take note of the 3rd Quarter of 2016/17 Internal Audit Quarterly Report, noting the progress made by management responding on Internal Audit findings, the progress on the implementation of Audit Committee resolutions.	Yes
05-2016/17-49 30 June 2017	<u>2017/18 Internal Audit Plan</u> The Audit Committee resolved to approve the 2017/18 Internal Audit Plan as presented.	Yes
05-2016/17-49 30 June 2017	<u>2017/18 Audit Committee Schedule of meetings</u>	Yes


Municipal Audit Committee Recommendations		
Date of Committee and Meeting No.	Committee recommendations during Year 2016/17	Recommendations adopted (enter Yes) If not adopted (provide explanation)
	The Audit Committee resolved to approve the 2017/18 Audit Committee schedule of meetings.	
05-2016/17-49 30 June 2017	<p><u>Audit Committee Report for the year 2016/17</u></p> <p>The Audit Committee resolved that the report should be compiled and submitted to Council.</p>	Yes

APPENDIX G: MUNICIPAL ENTITY/SERVICE PROVIDER PERFORMANCE SCHEDULE

MUNICIPAL ENTITY/SERVICE PROVIDER SCHEDULE			
Name of Entity & Purpose	(a) Service Indicators	2016/2017	
	(b) Service Targets	Target	Actual;
(i)	(ii)	(iii)	(iv)
Centlec	Complete 426 household connections identified for electrification in the MMM area by 30 June 2017.	To supply 426 electricity connections to identified households in the MMM area by 30 June 2017.	Five Hundred and Forty Eight (548) House connections have been completed to date.
	Install and complete the number of public connections applications received, paid for this financial year by 30 June 2017.	Install and complete the number of public connections applications received, paid for this financial year by 30 June 2017.	Two hundred and forty three (243) connections that have been paid for are completed.
	Erection of 30 high mast lights within the MMM area by 30 June 2017.	30 erected and commissioned high mast lights within the MMM area by 30 June 2017.	Thirty (30) high masts have been erected and Twenty one (21) high masts have been commissioned and nine (9) are outstanding.

APPENDIX H: DISCLOSURE OF FINANCIAL INTERESTS

(Information Provided In Compliance With the Provisions of Paragraph 7 of the Code of Conduct for Councillors' As Contained In Schedule 1 to the Local Government: Municipal Systems Act No 32 of 2000)

 No Submissions Received For Year Under Review
Financial Year

 Resigned / Passed Away During Financial Year

Councillors	Shares And Securities In Any Company	Membership Of Any Close Corporation	Interest In Any Trust	Directorships	Partnerships	Other Financial Interest In Any Business	Employment And Remuneration	Interest In Property	Pension	Subsidies, Grants And Sponsorships	Gifts Received
Councillor Bolt W	N/A	N/A	N/A	N/A	N/A	N/A	N/A	675 Section F Botshabelo	N/A	N/A	N/A
Councillor Botes FR											
Councillor Britz JF											
Councillor Cezula NB											
Councillor Chaka NS	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Councillor Davies M											
Councillor De Bruin JM											
Councillor Dennis ME	N/A	N/A	N/A	N/A	N/A	N/A	Councillor of MMM	N/A	SA Police R5 000 pm	N/A	None

Councillors	Shares And Securities In Any Company	Membership Of Any Close Corporation	Interest In Any Trust	Directorships	Partnerships	Other Financial Interest In Any Business	Employment And Remuneration	Interest In Property	Pension	Subsidies, Grants And Sponsorships	Gifts Received
Councillor Dyosiba S											
Councillor Ferreira TI											
Councillor Gailele IL	N/A	N/A	N/A	N/A	N/A	N/A	MMM	Section 26, Villa Verron (R420 000)	N/A	N/A	N/A
Councillor Goliath EK	N/A	N/A	N/A	N/A	N/A	N/A	MMM	Own property no 75 Heatherdale	N/A	N/A	N/A
Councillor Kaliya SG											
Councillor Kganare DA											
Councillor Khakhane VE											
Councillor Kholomba KJ											
Councillor Khunou LM											
Councillor Klaasen RS	MTN (R2000)	N/A	N/A	N/A	N/A	N/A	Department of Education (R22 488, 75)	Own resident (R 450 000)	N/A	N/A	N/A

Councillors	Shares And Securities In Any Company	Membership Of Any Close Corporation	Interest In Any Trust	Directorships	Partnerships	Other Financial Interest In Any Business	Employment And Remuneration	Interest In Property	Pension	Subsidies, Grants And Sponsorships	Gifts Received
Councillor Kotze GDP											
Councillor Lebitsa GG											
Councillor Lebona NJ											
Councillor Leech D											
Councillor Letuka LJ	Resigned										
Councillor Litabe TK											
Councillor Lotriet PA											
Councillor Mahase MM											
Councillor Majara LJ	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Councillor Makhalanyane TS											
Councillor Maleleka PT	E.P.V Hungry Minds CC	N/A	N/A	Hungry Minds CC	Hungry Minds CC	N/A	N/A	N/A	N/A	N/A	N/A
Councillor Mangcotywa ZE											

Councillors	Shares And Securities In Any Company	Membership Of Any Close Corporation	Interest In Any Trust	Directorships	Partnerships	Other Financial Interest In Any Business	Employment And Remuneration	Interest In Property	Pension	Subsidies, Grants And Sponsorships	Gifts Received
Councillor Manyoni TM	Resigned										
Councillor Maphathe LM											
Councillor Mapota A											
Councillor Marais P	N/A	N/A	N/A	N/A	N/A	N/A	MMM	Own property no 4 Murison Street, Heidedal, Bloemfont ein	N/A	N/A	N/A
Councillor Masoetsa LA											
Councillor Masoeu TD	N/A	N/A	N/A	N/A	N/A	N/A	MMM	Bond with Standard Bank	N/A	N/A	N/A
Councillor Matetha NR											
Councillor Mckay DMC											
Councillor Michaels SO											
Councillor Mlamleli SM											

Councillors	Shares And Securities In Any Company	Membership Of Any Close Corporation	Interest In Any Trust	Directorships	Partnerships	Other Financial Interest In Any Business	Employment And Remuneration	Interest In Property	Pension	Subsidies, Grants And Sponsorships	Gifts Received
Councillor Moea TJ	Passed on										
Councillor Mofokeng MJ											
Councillor Mogapi KT											
Councillor Mohapi TD											
Councillor Mohibidu PM											
Councillor Mohlabane RJ											
Councillor Mohloki MM											
Councillor Mokoakoa MI											

Councillors	Shares And Securities In Any Company	Membership Of Any Close Corporation	Interest In Any Trust	Directorships	Partnerships	Other Financial Interest In Any Business	Employment And Remuneration	Interest In Property	Pension	Subsidies, Grants And Sponsorships	Gifts Received
Councillor Mokoena JI	Old Mutual (R60 000) Twoships Trading Pty Ltd (R100) Reabusa Properties (R100) PPS Holdings (R10 000)	Reabusa Properties (R100) Tesium Management Services (R100) Letolo Energy Options (R150)	Koemalak a Trust (R100)	Bloemfontein Correctional contracts Pty Two Ships trading 472 Ten Alliance Investments	N/A	N/A	N/A	11 William Trollip Cres, Heuwelsig 19 Tibbie Visser Av, Estoire	N/A	N/A	N/A
Councillor Mokoloko PR											
Councillor Monyakoana NP											
Councillor Moopelo TM											
Councillor Morake MA											
Councillor Moruri MM											
Councillor Mothibi-Nkoane MM											

Councillors	Shares And Securities In Any Company	Membership Of Any Close Corporation	Interest In Any Trust	Directorships	Partnerships	Other Financial Interest In Any Business	Employment And Remuneration	Interest In Property	Pension	Subsidies, Grants And Sponsorships	Gifts Received
Councillor Mothupi MI											
Councillor Motloung MV	N/A	N/A	N/A	N/A	N/A	N/A	MMM	N/A	N/A	N/A	N/A
Councillor Motsomi TE											
Councillor Mpakathe TS											
Councillor Mvala-Majola DS											
Councillor Naile TJ	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Councillor Ndzuzo T											
Councillor Nkhabu M											
Councillor Nkoe MJ											
Councillor Nothnagel J											
Councillor Olivier GJ											
Councillor Petersen JE											

Councillors	Shares And Securities In Any Company	Membership Of Any Close Corporation	Interest In Any Trust	Directorships	Partnerships	Other Financial Interest In Any Business	Employment And Remuneration	Interest In Property	Pension	Subsidies, Grants And Sponsorships	Gifts Received
Councillor Phalatse OP											
Councillor Pongolo XD											
Councillor Poone PP	N/A	N/A	N/A	N/A	N/A	N/A	N/A	RDP House (R60 000)	N/A	N/A	N/A
Councillor Pretorius JC											
Councillor Pretorius S											
Councillor Ramabolu MJ											
Councillor Ramainoane TD											
Councillor Rampai CF											
Councillor Ranchobe T	N/A	Freshforce entertainment not existing anymore	N/A	N/A	N/A	N/A	MMM	Do not own property	N/A	N/A	N/A
Councillor Rantai JH											
Councillor Rasile MM											

Councillors	Shares And Securities In Any Company	Membership Of Any Close Corporation	Interest In Any Trust	Directorships	Partnerships	Other Financial Interest In Any Business	Employment And Remuneration	Interest In Property	Pension	Subsidies, Grants And Sponsorships	Gifts Received
Councillor Rasoeu LE											
Councillor Ratsiu NA											
Councillor Sebolai JJ	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Councillor Sebolao JE	MTN (R1)	Resigned from 2 companies	N/A	Keorebotshe Trading and Batshego Transport with shares and powers	N/A	1 property in Phase 2, receive rent (R900)	N/A	2 properties	N/A	N/A	N/A
Councillor Sefume NR	N/A	Sea of mountain but not existing	N/A	N/A	N/A	N/A	MMM	Do not own property	N/A	N/A	N/A
Councillor Sefuthi NM											
Councillor Sekakanyo DM											
Councillor Selebeli MG											
Councillor Seleke PL											
Councillor Shounyana MM											
Councillor Siyonzana MA											

Councillors	Shares And Securities In Any Company	Membership Of Any Close Corporation	Interest In Any Trust	Directorships	Partnerships	Other Financial Interest In Any Business	Employment And Remuneration	Interest In Property	Pension	Subsidies, Grants And Sponsorships	Gifts Received
Councillor Smit D											
Councillor Snyman Van Deventer E											
Councillor Steyn MM	Resigned										
Councillor Terblanche AP											
Councillor Thatho MV											
Councillor Thipenyane G											
Councillor Thwala ZI	N/A	N/A	50% Vuyo Properties Dev Trust	N/A	N/A	N/A	N/A	(R600 000)	N/A	N/A	N/A
Councillor Tladi MM											
Councillor Tlale ME											
Councillor Titi-Odili LM											
Councillor Van Der Merwe R											
Councillor Van Der Walt TB											

Councillors	Shares And Securities In Any Company	Membership Of Any Close Corporation	Interest In Any Trust	Directorships	Partnerships	Other Financial Interest In Any Business	Employment And Remuneration	Interest In Property	Pension	Subsidies, Grants And Sponsorships	Gifts Received
Councillor Van Niekerk HJC											
Councillor Viviers BJ											
Councillor Qwema MB											

APPENDIX I: REVENUE COLLECTION PERFORMANCE BY VOTE

Vote Description	2015/16	Budget Year 2016/17			% Year 2016/17 Variance	
	Actual	Original Budget	Adjusted Budget	Year T D actual	Original Budget	Adjustment Budget
Vote 1 - City Manager	-	-	-	-	-	
Vote 2 - Executive Mayor	-	500 000	500 000	-	-500 000	-100,00%
Vote 3 - Corporate Services	6,661,143	15 115 459	15 115 459	19 299 780	4 184 321	27,68%
Vote 4 - Finance	1,209,802,482	1 288 058 527	1 303 778 068	1 359 254 446	55 476 378	4,26%
Vote 5 - Social Services	62,064,891	108 802 254	108 802 254	51 858 922	-56 943 332	-52,34%
Vote 6 - Planning	27,959,415	30 557 609	30 557 609	31 341 397	783 788	2,56%
Vote 7 - Human Settlement and Housing	36,753,881	174 330 253	174 330 253	19 560 909	-154 769 344	-88,78%
Vote 8 - Economic and Rural Development	3,67	519 300	519 300	3 060 052	2 539 622	487,99%
Vote 9 - Engineering Services	346,064,495	338 561 149	331 317 339	320 761 258	-10 556 081	-3,19%
Vote 10 - Water Services	724,220,325	926 113 572	1 038 334 195	1 019 524 814	-18 809 381	-1,81%
Vote 11 - Waste and Fleet Management	257,448,476	271 486 769	255 228 021	261 032 908	5 804 887	2,27%
Vote 12 - Miscellaneous Services	1,256,713,774	1 795 601 953	1 784 546 047	1 532 798 786	-251 747 261	-14,11%
Vote 13 - Naledi/Soutpan Regional Management	-	-	77 104 354	19 073 367	-58 030 987	-75,26%
Vote 14 - Strategic Projects & Service Delivery Regulation	-	-	-	-	-	
Vote 15 - Electricity - Centlec (Soc) Ltd	2,196,305,332	2 535 159 771	2 457 807 238	2 230 742 652	-227 064 586	-9,24%
Total Revenue	6,123,997,886	7 484 806 616	7 577 940 137	6 868 309 290	-709 631 977	-9,36%

APPENDIX J: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Capital Financing Source	Approved	Adjusted	Actual	% variation on	% variation on
	Budget	Budget		Original Budget	Adjustments Budget
Integrated City Development Grant (National)	10 912 000	10 912 000	-	6 053 931	4 858 068
Urban Settlement Development Grant	717 503 007	776 146 850	2 519 463	700 538 063	75 608 786
Public Transport Infrastructure and Systems Grant	80 142 000	44 471 395	-	26 354 579	18 116 815
Department of Telecommunication and Postal Services	3 750 000	3 750 000	-	657 894	3 092 105
Human Settlement Accreditation		2 120 061	-	-	2 120 061
Neighbourhood Development Partnership Grant	98 579 000	66 379 000	-	694 052	65 684 947
TOTAL	910 886 007	903 779 306	2 519 463	734 298 522	169 480 783

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

Capital Expenditure - New Assets Programme*							
R '000							
Description	2015/16	2016/17			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	2017/18	2018/19	2019/20
Capital expenditure by Asset Class							
Infrastructure – Total	817,93	1337	1 106,2	1 113,2			
Infrastructure: Road transport – Total	147,40	206 794 513	195 666 501	289 700 117			
Roads, Pavements & Bridges	147,40	206 794 513	195 666 501	289 700 117			
Stormwater							
Infrastructure: Electricity – Total	162,92	148 871 123	190 871 123	197 294 572			
Generation		-		-			
Transmission & Reticulation	162,92	148 871 123	190 871 123	197 294 572			
Street Lighting		-		-			
Infrastructure: Water – Total	92,87	65 455 427	137 275 289	53 355 747			
Dams & Reservoirs				-			
Water purification				-			
Reticulation	92,87	65 455 427	137 275 289	53 355 747			
Infrastructure: Sanitation - Total	414,74	396 083 500	415 462 738	400 903 089			
Reticulation				-			
Sewerage purification	414,74	396 083 500	415 462 738	400 903 089			

Capital Expenditure - New Assets Programme*							
R '000							
Description	2015/16	2016/17			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	2017/18	2018/19	2019/20
Infrastructure: Other – Total	-	98 427 000	51 801 395	37 677 039			
Waste Management	-	14 535 000	7 580 000	10 664 565			
Transportation		83 892 000	44 221 395	27 012 474			
Gas				-			
Other				-			
Community – Total	100,19	81 112 070	-5 822 211	31 302 566			
Parks & gardens	14,92	18 500 000	-70 224 691	5 948 973			
Sports fields& stadia	2,15	9 500 000	8 625 167	7 684 927			
Swimming pools	17,19			-			
Community halls				-			
Libraries				-			
Recreational facilities		8 409 070	11 074 313	9 684 875			
Fire, safety & emergency				-			
Security and policing		7 787 000	7 787 000	395 282			
Buses				-			
Clinics				-			
Museums & Art Galleries				-			
Cemeteries	35,00			-			
Social rental				-			

Capital Expenditure - New Assets Programme*							
R '000							
Description	2015/16	2016/17			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	2017/18	2018/19	2019/20
housing	30,94						
Other	-	36 916 000	36 916 000	7 588 507			
Heritage assets - Total	-						
Buildings							
Other							
Investment properties - Total	-	48 500 000	51 555 061	3 439 043			
Housing development	-	48 500 000	51 555 061	3 439 043			
Other	-						
Other assets	172,63	292,20	-	94,07			
General vehicles	68,46	79 849 000		4 836 193			
Specialized vehicles		-		-			
Plant & equipment	2,82	764 000		975 840			
Computers - hardware/equipment		500 000		-			
Furniture and other office equipment	5,10	6 060 000		5 823 936			
Abattoirs				-			
Markets				-			
Civic Land and Buildings	42,17	43 782 014		42 472 879			
Other Buildings	54,08	153 579 000		843 038			

Capital Expenditure - New Assets Programme*							
R '000							
Description	2015/16	2016/17			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	2017/18	2018/19	2019/20
Other Land	-			33 316 578			
Surplus Assets - (Investment or Inventory)				-			
Other	-	-		6 482 336			
Agricultural assets							
List sub-class							
Biological assets	-						
List sub-class	-						
Intangibles				8 355 881			
Computers - software & programming							
Other (list sub- class)				8 355 881			
Total Capital Expenditure on new assets	1,090,742	1 337 007 647	1 106 155 757	1 113 178 861			

Capital Expenditure - Upgrade/Renewal programme*							
R '000							
Description	2014/15	2016/17			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	2017/18	2018/19	2019/20
Capital expenditure by Asset Class							
Infrastructure – Total	509,95	469 610 021	441 886 562	424 282 246			
Infrastructure: Road transport – Total	171,27	102 998 587	122 713 732	147 776 219			
Roads, Pavements & Bridges	171,27	102 998 587	122 713 732	147 776 219			
Stormwater	-						
Infrastructure: Electricity – Total	78,68	57 657 000	48 093 409	19 232 284			
Generation	-			-			
Transmission & Reticulation	78,68	57 657 000	48 093 409	19 232 284			
Street Lighting	-			-			
Infrastructure: Water – Total	143,08	251 008 434	206 078 564	193 807 136			
Dams & Reservoirs	-						
Water purification	-						
Reticulation	143,08	251 008 434	206 078 564	193 807 136			
Infrastructure: Sanitation - Total	105,58	47 674 000	53 179 448	58 060 135			
Reticulation	-			-			
Sewerage purification	105,58	47 674 000	53 179 448	58 060 135			
Infrastructure:	11,34	10 272 000	11 821 409	5 406 470			

Capital Expenditure - Upgrade/Renewal programme*							
R '000							
Description	2014/15	2016/17			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	2017/18	2018/19	2019/20
Other – Total							
Waste Management	9,61						
Transportation	1,74						
Gas	-						
Other	-	10 272 000	11 821 409	5 406 470			
Community – Total	743,00	5 000 000		78 056			
Parks & gardens	-			-			
Sports fields & stadia	-			-			
Swimming pools	536,00			-			
Community halls	-			-			
Libraries	-			-			
Recreational facilities	-			-			
Fire, safety & emergency	-			-			
Security and policing	-	5 000 000		78 056			
Buses	-						
Clinics	-						
Museums & Art Galleries	-						
Cemeteries							
Social rental housing	-						
Other	207,00						

Capital Expenditure - Upgrade/Renewal programme*							
R '000							
Description	2014/15	2016/17			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	2017/18	2018/19	2019/20
Heritage assets - Total	-						
Buildings	-						
Other	-						
Investment properties - Total	-						
Housing development	-						
Other	-						
Other assets	5,19	1 706 500	1 706 500	5 496 650			
General vehicles	-						
Specialized vehicles	-	-	-	-			
Plant & equipment	2,91	1 196 500	1 196 500	1 165 829			
Computers - hardware/equipment	-	500 000	500 000	-			
Furniture and other office equipment	2,16	10 000	10 000	516 139			
Abattoirs	-			-			
Markets	-			-			
Civic Land and Buildings	126,00			3 814 681			
Other Buildings	-						
Other Land	-						
Surplus Assets - (Investment or Inventory)	-						

Capital Expenditure - Upgrade/Renewal programme*							
R '000							
Description	2014/15	2016/17			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	2017/18	2018/19	2019/20
Other	-						
Agricultural assets	-						
List sub-class	-						
Biological assets	-						
List sub-class	-						
Intangibles	-						
Computers - software & programming	-						
Other (list sub-class)	-						
Total Capital Expenditure on renewal of existing assets	515,88	475 416 521	442 607 062	430 296 953			
Appendix M totals	1,630,343,006						
Ledger/Budget totals	1,630,343,006						
Difference	-						

APPENDIX L: CAPITAL PROGRAMME BY PROJECT (2016/2017)

Description	Approved Budget	Adjusted Budget	Current Mth Exp	Commitment	YTD Movement	Balance	% on Adjustment Budget
CENTLEC							
MARKETING & COMMUNICATION	5 000 000	5 000 000	230 434	-	2 570 239	2 429 761	51,40
CI OT: SOFTWARE - ACQUISITIONS	-	-	8 355 881	-	8 355 881	-8 355 881	0,00
PPE NCO: FURN/OFF EQUIP - ACQUISITIONS	-	-	382 254	-	382 254	-382 254	0,00
TRAINING & DEVELOPMENT	1 400 000	1 400 000	-18 740	-	271 178	1 128 822	19,36
METERING SYSTEMS	5 000 000	5 000 000	2 015 010	-	6 876 960	-1 876 960	137,53
VENDING BACK OFFICE	500 000	273 165	-	-	273 165	-	100,00
UPGRADE & REFURB COMPUTER NETWORK	5 000 000	163 244	-24 853	-	-51 390	214 634	-31,48
WEBSITE	500 000	-	-	-	-	-	0,00
IMPLEM BUSINESS CONT DISASTER RECOV INF	1 000 000	500 000	129 133	-	341 339	158 661	68,26
SYSTEMS INTEGRATION	3 000 000	1 000 000	-	-	145 140	854 860	14,51
METER PROJECT	12 600 000	12 600 000	2 932 310	-	13 295 680	-695 680	105,52
BULK METER REFURBISHMENT	1 000 000	1 000 000	-929 123	-	-	1 000 000	0,00
ELECTRIFICATION CONNECTIONS (INEP)	5 934 500	5 934 500	30 660	-	5 871 141	63 359	98,93
SERVITUDES LAND (INCL INVEST REMUNE REG	400 000	400 000	93 620	-	338 509	61 491	84,62
PUBLIC ELECTRICITY CONNECTIONS	22 744 351	22 744 351	12 720 662	-	23 847 614	-1 103 263	104,85
EXTENSION AND UPGRADING OF THE 11KV NETW	5 000 000	13 000 000	136 727	-	5 603 912	7 396 088	43,10
FICHARDTPARK DC: 132KV/11KV 20MVA DC	2 800 000	27 800 000	6 823 129	-	39 384 827	-11 584 827	141,67
CECELIA DC: 132KV/11KV 30MVA DC	10 000 000	18 000 000	-	-	17 931 741	68 259	99,62
BOTSHABELO: ESTABLISHMENT OF 132kv CONNE	10 000 000	10 000 000	3 047 490	-	7 506 414	2 493 586	75,06
132KV NOR RING NOORD DC TO HARVARD DC	5 000 000	3 000 000	-	-	1 004 093	1 995 907	33,46

Description	Approved Budget	Adjusted Budget	Current Mth Exp	Commitment	YTD Movement	Balance	% on Adjustment Budget
ELITE SUBSTATION (AIRPORT NODE)	11 000 000	1 000 000	-	-	-	1 000 000	0,00
ELECTRIFICATION INTERNAL PROJECTS	6 000 000	8 500 000	5 365 126	-	13 950 362	-5 450 362	164,12
MAPHIKELA DC 132/11KV	3 000 000	1 000 000	-	-	-	1 000 000	0,00
VANSTRADENS RUS PHASE 2 ELECTRIFICATION	2 565 500	2 565 500	-	-	2 555 511	9 989	99,61
INSTALLATION OF PREPAID METERS (INDIG)	500 000	500 000	-	-	195 217	304 784	39,04
SMART STREETLIGHTS (BLOEMFONTEIN)	15 000 000	35 000 000	3 189 468	-	38 137 455	-3 137 455	108,96
INSTALLATION OF PUBLIC LIGHTING	15 000 000	15 000 000	1 239 947	-	16 201 639	-1 201 639	108,01
REPLACEMENT OF DECREPIT 11KV LINES & CAB	3 666 590	2 166 590	2 593 836	-	3 708 165	-1 541 575	171,15
REP LOW VOLT DECREPIT 2/4/8 WAY BOXES	690 000	690 000	-	-	-	690 000	0,00
REP BRITTLE OVERHEAD CONNECTIONS	1 000 000	1 000 000	-	-	983 524	16 476	98,35
REMEDIAL WORK 132KV SOUTHERN LINES	2 000 000	2 000 000	-1 535 217	-	-	2 000 000	0,00
REPLACEMENT OF 11KV SWITCHGEARS	1 300 000	1 300 000	1 976 878	-	1 976 878	-676 878	152,06
TRANSFORMER REPLACE & OTHER RELATED EQUI	9 000 000	1 500 000	421 329	-	1 459 029	40 971	97,26
REFUR PROTEC & SCADA SYSTEMS DIST CENTR	5 000 000	5 000 000	2 296 906	-	3 120 244	1 879 756	62,40
REPLACEMENT OF OIL PLANT	850 000	850 000	-	-	-	850 000	0,00
REPLACEMENT DECREPIT HAMILTON SUB	1 700 000	1 700 000	-	-	531 174	1 168 826	31,24
REP 2 & 4 WAY FIBREGLAS BOX (BOTS % TBAN)	1 200 000	1 200 000	77 312	-	456 512	743 488	38,04
REPLACEMENT OF 32V BATTERIES	500 000	500 000	-196 413	-	-	500 000	0,00
REPLACEMENT OF 110V BATTERIES	1 100 000	1 100 000	-654 466	-	-	1 100 000	0,00
VEHICLES	-	-	-488 934	-	240 522	-240 522	0,00
SECURITY EQUIPMENT (CCTV)	-	-	1 160 664	-	1 368 429	-1 368 429	0,00

Description	Approved Budget	Adjusted Budget	Current Mth Exp	Commitment	YTD Movement	Balance	% on Adjustment Budget
OFFICE BUILDING	10 500 000	10 500 000	-	-	-	10 500 000	0,00
VEHICLES	5 500 000	5 500 000	-	-	-	5 500 000	0,00
SECURITY EQUIPMENT (CCTV)	4 000 000	4 000 000	-	-	-	4 000 000	0,00
FURNITURE AND OFFICE EQUIPMENT	717 000	717 000	-	-	516 140	200 860	71,98
SOLAR FARM GENERATION PLANT	1 000 000	1 000 000	-	-	-	1 000 000	0,00
REVITALIZATION OLD P/STATIONS (FORTST)	674 700	674 700	-	-	-	674 700	0,00
OFFICE BUILDING	-	-	1 364 660	-	3 814 681	-3 814 681	0,00
PUBLIC CONNECTIONS	-	-	-	-	330 880	-330 880	0,00
SUB TOTAL	200 342 641	232 779 050	52 735 687	-	223 495 056	9 283 994	0,96
OFFICE OF THE CITY MANAGER							
PPE RO:LAND ALL - ACQUISITIONS	-	-	148 985	-	148 985	-148 985	0,00
IPTN ELIZABETH STREET - NON MOTORISED TR	1 500 000	-	-	-	-	-	0,00
IPTN PH 1A F/HARE STR CORRIDOR - NMT (1K	13 000 000	5 000 000	537 945	-	2 287 255	2 712 745	45,74
IPTN PH 1A HARVEY RD CORRIDOR - NMT (1K	13 000 000	5 329 395	2 432 607	-	2 432 607	2 896 788	45,64
IPTN ELLA STREET - NON MOTORIZED TRANSPO	1 000 000	1 000 000	421 275	-	421 275	578 725	42,12
IPTN PARK ROAD - NON MOTORIZED TRANSPORT	2 500 000	2 500 000	2 431 120	-	2 431 120	68 880	97,24
IPTN PH 1B F/HARE & HARVEY RDS TRUNK (1K	44 542 000	11 587 000	6 038 930	-	7 127 141	4 459 859	61,50
IPTN PH 1A MAPHISA RD TRUNK (CURRENT CON	4 600 000	7 555 000	-32 851	-	5 924 531	1 630 469	78,41
NMT ELLA STREET	-	2 500 000	2 295 950	-	2 295 950	204 050	91,83
NMT KING EDWARD	-	5 000 000	409 005	-	409 005	4 590 995	8,18
NMT VICTORIA	-	4 000 000	3 025 696	-	3 025 696	974 304	75,64
SUB TOTAL	80 142 000	44 471 395	17 708 662	-	26 503 564	17 967 831	0,60
CORPORATE SERVICES							

Description	Approved Budget	Adjusted Budget	Current Mth Exp	Commitment	YTD Movement	Balance	% on Adjustment Budget
CONSTRUCT NEW COMMUNITY CENTRE IN THABA	3 000 000	1 000 000	-	-	-	1 000 000	0,00
CONSTRUCTION OF 20X30 SWIMMING POOL THAB	-	420 575	-361 075	361 075	-	420 575	0,00
REHABILITATION OF FREEDOM SQUARE SPORT C	2 000 000	1 190 000	-	-	796 493	393 507	66,93
UPGRADING OF BILLY MURISON STADIUM	1 500 000	1 285 000	1 297 397	-	1 341 438	-56 438	104,39
UPGRADING OF SELOSESHA STADIUM	1 500 000	-	-	-	-	-	0,00
UPGRADING OF BOTSHABELO STADIUM	1 000 000	-	-	-	-	-	0,00
JOHNSON BENDILE STADIUM: CONSTRUCTION	1 500 000	622 626	1 662 823	-	1 759 113	-1 136 487	282,53
UPGRADING OF BILLY MURISON STADIUM(ROLL/	-	108 649	-	-	-	108 649	0,00
UPGRADING OF MMABANA STADIUM(ROLL/O)	-	470 435	-	-	-	470 435	0,00
JOHNSON BENDILE STADIUM CONSTRUCTION(ROL	-	1 877 374	2 216 180	-	2 216 180	-338 806	118,04
UPGRADING OF BILLY MURISON STADIUM(ROLL/	-	165 876	133 650	-	133 650	32 226	80,57
PPE CO: BUILD - ACQUISITIONS REFURB S/PO	-	4 810 000	-	-	4 063 144	746 856	84,47
PPE RO: BUILD - ACQUISITIONS	-	-	30 911 220	-	30 911 220	-30 911 220	0,00
NEW OFFICE BLOCK: MANGAUNG	2 000 000	8 000 000	2 735 913	-	6 475 767	1 524 233	80,94
RENOVATION OF HISTORICAL BUILDING: CITY	2 000 000	500 000	-	-	-	500 000	0,00
REHABILITATION OF ARTHUR NATHAN SWIMMING	2 500 000	215 000	-	-	190 542	24 458	88,62
NEW OFFICE BLOCK - BOTSHABELO	4 000 000	2 000 000	665 028	-	1 759 343	240 657	87,96
MULTI PURPOSE CENTRE: GRASSLAND 2	2 909 070	7 022 117	918 050	-	5 431 190	1 590 927	77,34
UPGRADING OF MMABANA STADIUM	2 000 000	959 582	-	-	959 582	0	99,99
MULTI PURPOSE CENTRE: GRASSLAND 2(ROLL/O	-	1 052 196	-	-	223 419	828 777	21,23

Description	Approved Budget	Adjusted Budget	Current Mth Exp	Commitment	YTD Movement	Balance	% on Adjustment Budget
PRIVATE CLOUDWARE	200 000	-	-	-	-	-	0,00
MANGAUNG FREE WIFI SERV	3 750 000	3 750 000	-	-	657 895	3 092 105	17,54
ICT SECURITY EQUIPMENT	500 000	500 000	6 446	-	468 722	31 278	93,74
RADIO LINKS	300 000	-	-	-	-	-	0,00
DESKTOPS AND LAPTOPS	500 000	700 000	-2 291	-	512 786	187 214	73,25
TELECOM INFRASTRUCTURE SUPPORT	500 000	500 000	-47 703	-	18 405	481 595	3,68
DATA CENTRE INFRASTRUCTURE	200 000	200 000	-159 028	-	-	200 000	0,00
NETWORK INFRASTRUCTURE SUPPORT	300 000	600 000	-74 209	-	441 555	158 445	73,59
SUB TOTAL	32 159 070	37 949 430	39 902 400	361 075	58 360 442	-20 411 012	1,54
SUPPLY CHAIN MANAGEMENT							
PPE CO: TRANSPORT - ACQUISITIONS	-	-	3 439 044	-	3 439 044	-3 439 044	0,00
PPE CO: MACHIN & EQUIP - ACQUISITIONS	-	-	891 115	-	891 115	-891 115	0,00
PPE CO: FURN/OFF EQUIP - ACQUISITIONS	-	-	4 505 911	-	4 505 911	-4 505 911	0,00
ASSET MANAGEMENT SYSTEM	500 000	500 000	-	-	-	500 000	0,00
PPE CO: FURN/OFF EQUIP - ACQUISITIONS	-	-	7 089	-	7 089	-7 089	0,00
OFFICE FURNITURE	2 662 300	1 162 300	937 726	-	1 420 662	-258 362	122,22
SUB TOTAL	3 162 300	1 662 300	9 780 885	-	10 263 821	-8 601 521	6,17
SOCIAL SERVICES							
GENERATOR	-	300 000	-	-	-	300 000	0,00
BAYSWATER FIRE STATION: MULTI GYM	180 000	-	-	-	-	-	0,00
STANDBY GENERATOR - THABANCHU FIRE ST	300 000	25 000	-19 950	-	-	25 000	0,00
TREADMILL : CENTRAL FIRE STATION	23 000	-	-	-	-	-	0,00
TREADMILL : EHRlich PARK FIRE STATION	23 000	-	-	-	-	-	0,00

Description	Approved Budget	Adjusted Budget	Current Mth Exp	Commitment	YTD Movement	Balance	% on Adjustment Budget
JAWS OF LIFE	300 000	300 000	-120	-	-120	300 120	-0,04
TREADMILL : SOUTHERN REGION FIRE STATIO	23 000	-	-	-	-	-	0,00
TREADMILL : BOTSHABELO FIRE STATION	23 000	-	-	-	-	-	0,00
TREADMILL : THABA NCHU FIRE STATION	23 000	-	-	-	-	-	0,00
FLOATING PUMPX2	220 000	110 000	-	-	99 180	10 820	90,16
SPINNING CYCLE : CENTRAL FIRE STATION	10 000	-	-	-	-	-	0,00
SPINNING CYCLE : CENTRAL FIRE STATION	10 000	-	-	-	-	-	0,00
SPINNING CYCLE : EHRLICH PARK FIRE STATI	10 000	-	-	-	-	-	0,00
SPINNING CYCLE : SOUTHERN REGION FIRE ST	10 000	-	-	-	-	-	0,00
SPINNING CYCLE : BOTSHABELO FIRE STATION	10 000	-	-	-	-	-	0,00
SPINNING CYCLE : THABA NCHU FIRE STATION	10 000	-	-	-	-	-	0,00
SPINNING CYCLE : BAYSWATER FIRE STATION	10 000	-	-	-	-	-	0,00
HAND CONTROLLED FIRE NOZZLE(X5)	50 000	50 000	-	-	28 950	21 050	57,90
HAND CONTROLLED FIRE NOZZLE(X3)	30 000	30 000	-	-	17 370	12 630	57,90
1 COMPLETE RESCUE PROTOCOL SAFETY SET	89 000	89 000	-	-	-	89 000	0,00
SKID UNIT(X3)	97 500	97 500	-120	-	76 356	21 144	78,31
SELF CONTAINED BREATHING APP COMP(X10)	210 000	190 000	-	-	139 070	50 930	73,19
PNEUMATIC RESCUE SET	159 000	179 000	-	-	169 431	9 569	94,65
EHRLICH PARK STATION: HOT FIRE TRAIN FACI	250 000	305 000	-	-	-	305 000	0,00
FIRE STATION LANGENHOVENPARK/CECILIA	700 000	700 000	-	-	-	700 000	0,00
FIRE STATION BOTSHABELO	6 000 000	2 000 000	-	-	-	2 000 000	0,00

Description	Approved Budget	Adjusted Budget	Current Mth Exp	Commitment	YTD Movement	Balance	% on Adjustment Budget
NEW SOUTHERN REGION FIRE STATION(ROLL/O)	-	271 226	-4 922	-	-	271 226	0,00
9MM PISTOL	140 000	140 000	-	-	122 807	17 193	87,71
CCTV	5 787 000	3 287 000	-741 647	112 631	395 283	2 891 717	12,02
POINT OF SALE SYSTEM	60 000	60 000	-	-	-	60 000	0,00
ESTABLISHMENT OF A NEW ZOO AT KWAGGAFONT	10 303 609	-	-	-	-	-	0,00
FENCING OF NAVAL HILL NATURE RESERVE	5 000 000	90 000	-	-	78 056	11 944	86,72
CLOAK-ROOMS FOR NAVAL HILL WORKERS	500 000	500 000	431 632	-	431 632	68 368	86,32
PPE CO: INF AIRPORTS - ACQUISTIONS	-	-	33 316 579	-	33 316 579	-33 316 579	0,00
SOUTH PARK ABLUSION FACILITY	-	202 988	22 606	-	207 573	-4 585	102,25
UPGRADING RODAS/STORW. PHAHANENG CEMETER	-	1 157 682	52 267	-	1 063 792	93 890	91,88
NEW ROADS AND STORMWATER BOTSHABELO REGI	3 740 178	3 649 178	-	-	2 450 113	1 199 065	67,14
PROG FEES ROARDS FENCING IN CEMETERIES	-	832 449	381 939	-	900 238	-67 789	108,14
NEW ROAD STORMW. BOTSHABELO CEMETERY	-	3 587 932	1 415 593	-	3 356 589	231 343	93,55
NEW ROADS/STORW BAINVLEI CEMETERY	-	1 625 650	504 918	-	825 857	799 793	50,80
NEW REGIONAL PARK THABA NCHU - IN SELOS	18 500 000	6 410 000	109 840	-	5 948 974	461 026	92,80
FENCING OF HAMILTONPARK(ROLL/O)	-	619 820	-	-	-	619 820	0,00
NEW REGIONAL PARK THABA NCHU - IN SELOS(-	1 578 685	-	-	-	1 578 685	0,00
DISASTER MAN CONTROL CENTRE	-	558 196	-	489 645	-	558 196	0,00
SUB TOTAL	52 801 287	28 946 306	35 468 616	602 277	49 627 729	-20 681 423	1,71
PLANNING							
TOWNSHIP STABLISHMENT BOTSHABELO	2 500 000	1 900 000	-900 565	900 565	383 318	1 516 682	20,17

Description	Approved Budget	Adjusted Budget	Current Mth Exp	Commitment	YTD Movement	Balance	% on Adjustment Budget
TOWNSHIP STABLISHMENT THABA NCHU	2 000 000	890 000	-699 060	699 060	-	890 000	0,00
TOWNSHIP STABLISHMENT BFN SOUTH	4 000 000	10 069 208	-5 843 626	7 005 432	3 055 726	7 013 482	30,34
TOWNSHIP STABLISHMENT BOTSHABELO WEST EX	-	996 797	-	-	-	996 797	0,00
ESTABLISH GIS SYSTEM - IMPLEMT USER REQ	4 000 000	-	-	-	-	-	0,00
SUB TOTAL	12 500 000	13 856 005	-7 443 251	8 605 057	3 439 044	10 416 961	0,25
HUMAN SETTLEMENT AND HOUSING							
LAND FOR CEMETERIES NALLIES VIEW	22 500 000	35 148 985	-35 000 000	-	148 985	35 000 000	0,42
REFURBISHMENT OF HONEYBELL - HOUSING STO	6 185 482	6 185 482	-	-	6 185 482	-	100,00
WHITE CITY TOP INFRASTRUCTURE REFURBISHM	-	6 621 124	2 389 030	-	6 482 337	138 787	97,90
HSS OFFICE SUPPORT (FILLING POF MAN SYST	-	2 120 061	-	-	-	2 120 061	0,00
INTER SEW RETIC & TOILET T/STRUC - G/LAN	10 000 000	5 351 015	1 125 346	-	1 125 346	4 225 669	21,03
UPGRADE WATER NETWORK LENTEHOFF RENTALL S	935 000	-	-	-	-	-	0,00
INTER SEWERE RETICULATION - BOTSH SECT H	6 000 000	-	-	-	-	-	0,00
INT SEWERE RETIC & TOILET TOP STRUCT - B	8 000 000	-	-	-	-	-	0,00
BOTSHABELO E&M INTERNAL SEWER RETICULATI	-	6 935 000	-	-	-	6 935 000	0,00
SUB TOTAL	53 620 482	62 361 667	-31 485 625	-	13 942 149	48 419 518	0,22
ECONOMIC AND RURAL DEVELOPMENT							
NAVAL HILL FINICULAR	5 616 105	1 033 481	-	-	1 033 001	480	99,95
NAVAL HILL VIEWPOINT 5	5 000 000	33 520	-	-	33 518	2	99,99
NAVAL HILL PARKING AREA RESTAURANT	6 000 000	184 319	-	-	184 319	0	99,99
NAVAL HILL THE EDGE RESTAURANT - DECK	750 000	-	-	-	-	-	0,00

Description	Approved Budget	Adjusted Budget	Current Mth Exp	Commitment	YTD Movement	Balance	% on Adjustment Budget
MUNICIPAL POUND MMM	793 000	-	-	-	-	-	0,00
ESTABLISHMENT OF BROILERS - 4 UNITS	1 000 000	241 000	-	-	-	241 000	0,00
ESTABLISHMENT OF EGG LAYERS - 4 UNITS	1 000 000	500 000	-	-	-	500 000	0,00
ESTABLISHMENT OF PIGGERIES - 4 UNITS	1 000 000	759 000	409 164	-	409 164	349 836	53,90
FENCING OF CAMPS	1 000 000	1 943 588	1 125 411	-	1 125 411	818 177	57,90
PURCHASING OF COMMONAGES	1 000 000	-	-	-	-	-	0,00
MUNICIPAL POUND BOTSHABELO	2 000 000	-	-	-	-	-	0,00
HYDROPONICS PROJECT	1 000 000	-	-	-	-	-	0,00
INCUBATION FARM	2 000 000	-	-	-	-	-	0,00
HAWKING STALLS BOTSHABELO CBD PHASE 2	13 211 000	-	-	-	-	-	0,00
HAWKING STALLS BOTSHABELO CBD	6 000 000	3 636 593	-	-	3 636 593	0	99,99
HAWKING STALLS BOTSHABELO CBD PHASE 2	3 789 000	7 275 407	2 417 339	-	2 417 339	4 858 068	33,22
HAWKING STALLS THABA NCHU CBD	1 123 000	-	-	-	-	-	0,00
SOUTPAN DEVELOPMENT	2 000 000	-	-	-	-	-	0,00
SUB TOTAL	54 282 105	15 606 908	3 951 914	-	8 839 345	6 767 563	0,57
ENGINEERING SERVICES							
ROADS AND STORMWATER							
STREETS AND STORMWATER MANAGEMENT SYSTE	10 000	10 000	-	-	-	10 000	0,00
PPE CO: IF RD/PAV/BRG/SWTR-ACQUISTIONS	-	-	148 377 251	-	148 377 251	-148 377 251	0,00
SOUTH PARK CEMETERY ENTRANCE ROAD	6 082 427	6 082 427	-	-	6 082 427	0	99,99
HILLSIDE VIEW UPGRADING OF ROADS AND STO	3 000 000	819 446	819 446	-	819 446	-	100,00
OUTER RING ROAD	100 000	-	-	-	-	-	0,00

Description	Approved Budget	Adjusted Budget	Current Mth Exp	Commitment	YTD Movement	Balance	% on Adjustment Budget
UPGRADING STREET & SW: SLABBERT STREET:	100 000	-	-	-	-	-	0,00
BOCHABELA: MAN 1000	147 333	147 333	-	-	-	147 333	0,00
LESSING STREET	10 000 000	16 278 051	158 400	-	13 657 014	2 621 037	83,89
CONTRIBUTION: FRANS KLEYNHANS ROAD	4 000 000	4 000 000	-	-	-	4 000 000	0,00
UPGRADE ST GEORGES & FIRST AVENUE INTERS	3 620 489	5 801 043	236 965	-	6 005 314	-204 271	103,52
INNER RING ROAD	100 000	-	-	-	-	-	0,00
SOUTH PARK CEMETERY ENT ROAD	-	3 812 176	-	-	3 812 009	167	99,99
UPGRADING STREET & SW: TIBBIE VISSER: ES	100 000	-	-	-	-	-	0,00
BOCHABELA: MAN 1001	378 763	378 763	-	-	-	378 763	0,00
MAN RD 198	2 111 441	290 474	-	-	290 474	0	99,99
DU PLESSIS ROAD EXTENSION TO N8	4 000 000	4 000 000	-	-	-	4 000 000	0,00
UNFORESEEN STORMWATER IMPROVEMENTS	6 000 000	6 000 000	-2 471 112	3 119 386	648 273	5 351 727	10,80
MAN RD 176	2 111 441	1 253 680	-	-	1 253 679	1	99,99
MAN 1002	192 309	-	-	-	-	-	0,00
THABA NCHU ST UPGRADING STREETS & STORMW	7 449 420	9 888 833	1 734 736	-	9 781 843	106 990	98,91
HEAVY REHABILITATION OF MC GREGOR STREET	5 000 000	5 000 000	-	-	4 323 506	676 494	86,47
REHABILITATION OF STORMWATER CANALS	6 000 000	947 124	-557 506	1 355 615	-	947 124	0,00
UPGRADE ST & STORMWATER - LEARNERSHIPS	500 000	2 700 000	-	-	904 374	1 795 626	33,49
BOCHABELA:: MAN RD 225	291 910	-	-	-	-	-	0,00
MAN RD 199	2 477 895	380 599	-	-	380 598	1	99,99
VISTA PARK UPGRADING OF ROADS AND STORMW	1 050 000	511 000	251 380	-	414 257	96 743	81,06
BOCHABELA:: MELK ST	444 710	-	-	-	-	-	0,00

Description	Approved Budget	Adjusted Budget	Current Mth Exp	Commitment	YTD Movement	Balance	% on Adjustment Budget
MAN RD 200	2 111 441	-	-	-	-	-	0,00
BULK STORMWATER PHASE 5	600 000	-	-	-	-	-	0,00
MAN RD 196	2 477 895	266 071	-	-	250 071	16 000	93,98
BOCHABELA:: MOCHOCHOKO ST	367 255	-	-	-	-	-	0,00
HILLSIDE VIEW UPGRADING OF ROADS AND STO	7 500 000	13 151 294	914 103	-	12 437 332	713 962	94,57
BULK STORMWATER ROCKLANDS	700 000	-	-	-	-	-	0,00
UPGRADING INTERSECTION ST GEORGE ST & PR	500 000	-	-	-	-	-	0,00
BOCHABELA:: MOHLOM ST	442 995	-	-	-	-	-	0,00
MAN RD 197	2 477 895	122 971	-	-	122 970	1	99,99
RESEALING OF STREETS	15 000 000	53 059 025	41 112 830	-	48 313 091	4 745 934	91,05
VICTORIA & KOLBE INTERSECTION	500 000	300 000	77 765	-	299 308	692	99,76
BOCHABELA:: MOMPATI ST	156 368	-	-	-	-	-	0,00
MAN RD 778	500 000	500 000	-	-	-	500 000	0,00
REHABILITATION OF WALTER SISULU ROAD	10 000 000	16 000 000	9 843 952	-	21 707 007	-5 707 007	135,66
UPGRADING OF TRAFFIC INTERSECTIONS	5 000 000	500 000	-	-	-	500 000	0,00
BOCHABELA:: MOROKA	588 686	-	-	-	-	-	0,00
7TH ST: UPGRADING OF STREET & STORMWATER	5 704 510	2 151 108	-	-	-	2 151 108	0,00
REHABILITATION OF ROAD B3 BOTSHABELO	22 795 672	24 801 922	30 512 660	-14 181 195	38 927 278	-14 125 356	156,95
BOT RD 719 & 718	500 000	2 150 000	-	-	-	2 150 000	0,00
BOCHABELA:: MPINDA ST	443 350	-	-	-	-	-	0,00
DR BELCHER/MGREGOR INTERCHANGE	1 000 000	-	-	-	-	-	0,00
HEAVY REHABILITATION OF MC GREGOR STREET	500 000	16 012 722	-	-	16 012 721	1	99,99
ROAD K13 (BOT RD B3 BETWEEN SECTIONS K&J	4 750 342	2 413 883	-	-	-	2 413 883	0,00

Description	Approved Budget	Adjusted Budget	Current Mth Exp	Commitment	YTD Movement	Balance	% on Adjustment Budget
BOCHABELA:: NTHATISI ST	442 893	-	-	-	-	-	0,00
HEAVY REHABILITATION OF ZASTRON STREET	5 000 000	474 075	-	-	474 075	-	100,00
ROAD 68	2 308 349	665 000	-	-	150 744	514 256	22,66
BOCHABELA:: SELEKE	114 006	-	-	-	-	-	0,00
HEAVY REHABILITATION OF NELSON MANDELA S	5 000 000	1 200 000	-	-	1 171 212	28 788	97,60
DE BRUYN	4 086 500	7 966 909	2 540 976	-	6 617 178	1 349 731	83,05
AM LOUW STREET: ESTOIRE	7 069 589	69 589	-	-	-	69 589	0,00
LESSING: UPGRADING OF STREET & STORMWATE	-	127 215	-	-	-	127 215	0,00
HOOF STREET: ESTOIRE	7 069 589	-	-	-	-	-	0,00
REALIGNMENT OF CURVE DAN PIENAAR DRV: UP	-	1 315 047	-	-	1 315 046	1	99,99
TURN LANES AT MASELSPOORT ROAD	1 453 360	7 024 960	1 350 393	-	6 986 267	38 693	99,44
BATHO (LEARNERSHIPS):	25 000 000	27 057 327	1 101 064	-	27 007 803	49 524	99,81
DE BRUYN UPGRADING OF STREET & STORMWATE	-	87 651	-	-	-	87 651	0,00
REALIGNMENT OF CURVE DAN PIENAAR DRV	4 058 324	3 232 582	-	-	3 232 581	1	99,99
MAN 10786: BERGMAN SQUARE	5 833 051	2 031 400	-	-	-	2 031 400	0,00
BLOEM RD 149 UPGRADING OF STREET & STORM	-	60 350	-	-	60 350	-	100,00
BLOEM RD 149	18 000 000	16 478 571	-	-	16 478 570	1	99,99
MAN RD 11388 & 11297: JB MAFORA	500 000	182 371	164 770	-	164 770	17 601	90,34
VISTA PARK UPGRADING OF ROADS AND STORMW	-	162 878	162 878	-	162 878	-	100,00
BATHO: GONYANI ST	5 491 512	8 009 382	859 317	-	7 577 665	431 717	94,60
BOT RD 3824: BOTSHABELO WEST(MAIN ROAD)	1 000 000	1 000 000	-	-	-	1 000 000	0,00
THA RD 2029	4 016 250	129 553	-	-	9 155	120 398	7,06
BOT RD B16 & 903: SECTION T	1 392 000	1 250 000	-	-	146 914	1 103 086	11,75

Description	Approved Budget	Adjusted Budget	Current Mth Exp	Commitment	YTD Movement	Balance	% on Adjustment Budget
HEAVY REHABILITATION OF DAN PIENAAR DRV(-	100 000	-	-	100 000	-	100,00
THA RD 2044	2 142 000	3 134	-	-	3 134	0	99,99
ROSE AVENUE: GRASSLANDS	5 833 051	-	-	-	-	-	0,00
UNFORESEEN STORMWATER IMPROVEMENTS(ROLL/	-	241 044	-	-	-	241 044	0,00
THA RD 2031	4 194 750	5 311	-	-	5 311	-	100,00
MAN RD 11548: KAGISANONG	4 216 128	250 000	-	-	16 000	234 000	6,40
RESEALING OF STREETS(ROLL/O)	-	8 111 704	264 791	-	7 807 266	304 438	96,24
BOT RD 304	2 125 396	138 566	-	-	-	138 566	0,00
MAN RD 702 TURFLAAGTE	2 308 349	-	-	-	-	-	0,00
BLOEM RD 294 & 170	1 500 000	-	-	-	-	-	0,00
HEAVY REHABILITATION OF KENNETH KAUNDA R	-	2 768 531	-	-	742 406	2 026 125	26,81
BOT RD 305	5 761 434	61 434	-	-	-	61 434	0,00
MAPANGWANA STREET	200 000	-	-	-	-	-	0,00
ROAD 51(ROLL/O)	-	94 978	-	-	-	94 978	0,00
BOT RD 308	500 000	-	-	-	-	-	0,00
ROMA STREET : SECTION J BOTSHABELO	-	500 000	-	-	-	500 000	0,00
BATHO R5(ROLL/O)	-	774 194	-609 189	773 338	-	774 194	0,00
BOT RD 437	600 000	600 000	-	-	-	600 000	0,00
BOT RD 601	600 000	300 000	-	-	77 081	222 919	25,69
BOT ROAD SECTION U (CLINIC)	-	500 000	-	-	-	500 000	0,00
BOT RD 648	600 000	-	-	-	-	-	0,00
HEAVY REHABILITATION OF DAN PIENAAR DRV	-	1 429 096	1 832 628	-	2 020 724	-591 628	141,39
ABDURAMAN 2 UPGRADING OF STREETS AND STO	-	60 000	-	-	-	60 000	0,00
BOCHABELA: BOGACH ST	1 087 111	-	-	-	-	-	0,00

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ZIM STREET PHASE 2	2 000 000	-	-	-	-	-	0,00
BOCHABELA: KADALI ST	134 476	-	-	-	-	-	0,00
NELSON MANDELA BRIDGE	1 000 000	3 952 000	3 171 464	-	4 016 500	-64 500	101,63
BOCHABELA: KALA ST	299 263	-	-	-	-	-	0,00
FIRST AVENUE PEDESTRIAN BRIDGE	5 000 000	-	-	-	-	-	0,00
ROAD 6 (PHASE2) UPGRADING OF STREET & S	-	2 351 176	1 312 220	-	1 800 527	550 649	76,57
VERENIGING AVENUE EXTENTION BRIDGE OVER	2 000 000	1 240 000	-	-	472 174	767 826	38,07
BOT RD 350 UPGRADING OF STREET & STORMWA	-	5 235 671	946 681	-	5 235 604	67	99,99
STORMWATER: BAINSVLEI MOOIWATER STORMWA	500 000	255 000	-	-	-	255 000	0,00
REPLACE OBSOLETE ILLEGAL SIGNAGE & TRAFF	2 000 000	1 617 105	-	-	-	1 617 105	0,00
SUB TOTAL	292 321 928	308 843 749	244 108 861	-8 932 856	428 672 175	-119 828 426	1,39
SANITATION							
WATERBORNE SANITATION(LEANER SHIPS)	500 000	500 000	-	-	-	500 000	0,00
REFURBISHMENT OF OLD TOILETS	1 014 300	-	-	-	-	-	0,00
NORTH EARSTERN WWTW PHASE 2	24 748 920	28 792 730	8 269 025	-	40 777 424	-11 984 694	141,62
REFURBISHMENT OF SEWER SYSTEMS	10 000 000	10 000 000	915 268	-	10 000 000	-	100,00
NORTH EARSTERN WWTW PHASE 2	24 748 920	33 038 920	1 283 741	-	21 025 766	12 013 154	63,63
REFURBISHMENT OF BLOEMSPRUIT WWTW	8 694 000	12 834 482	4 225 524	-	12 870 730	-36 248	100,28
MECHANICAL ELECT WORKS FOR NORTH EASTERN	10 143 000	10 143 000	-	-	12 842 233	-2 699 233	126,61
REFURBISHMENT OF SEWER SYSTEMS	11 592 000	11 592 000	6 724 945	-	17 801 906	-6 209 906	153,57
MECHANICAL ELECT WORKS FOR NORTH EASTERN	10 143 000	15 180 000	3 569 922	-	12 480 261	2 699 739	82,21

Description	Approved Budget	Adjusted Budget	Current Mth Exp	Commitment	YTD Movement	Balance	% on Adjustment Budget
ADDITION TO STERKWATER WWTW PHASE 3	27 183 240	27 603 240	14 016 232	-	47 124 731	-19 521 491	170,72
REFURBISHMENT OF BLOEMSPRUIT WWTW	17 388 000	17 388 000	753 045	-	17 387 500	500	99,99
ADDITION TO STERKWATER WWTW PHASE 3	27 183 240	49 225 514	-	-	30 591 441	18 634 073	62,14
RAYTON MAIN SEWER	1 622 880	69 070	-	-	-	69 070	0,00
EXTENSION THBA NCHU WWTW (SELOSESHA)	21 706 020	198 738	76 310	-	198 737	1	99,99
EXTENSION BOTSHABELO WWTW	19 068 840	-	-	-	-	-	0,00
BASIC SANITATION & INTER BULK SERV IN MA	26 615 400	28 550 630	-	-	27 707 352	843 278	97,04
BASIC SANITATION & INTER BULK SERV IN BO	24 343 200	36 328 175	-	-	36 328 173	2	99,99
BASIC SANITATION & INTER BULK SERV IN BO	-	22 712 944	3 575 491	-	26 288 435	-3 575 491	115,74
BASIC SANITATION & INTER BULK SERV IN BO	24 343 200	6 162 680	2 663 189	-	2 663 189	3 499 491	43,21
BASIC SANITATION & INTER BULK SERV IN BO	-	11 679 675	10 167 496	-	21 343 376	-9 663 701	182,73
BASIC SANITATION & INTER BULK SERV IN BO	24 343 200	38 030 899	889 721	-	20 218 427	17 812 472	53,16
BASIC SANITATION & INTER BULK SERV IN BO	-	6 668 079	-	-	6 668 079	0	99,99
BASIC SANITATION & INTER BULK SERV IN BO	24 343 200	29 778 808	8 585 505	-	20 390 770	9 388 038	68,47
BASIC SANITATION & INTER BULK SERV IN TH	-	2 473 092	4 935 443	-	7 408 535	-4 935 443	299,56
BASIC SANITATION & INTER BULK SERV IN TH	24 343 200	13 018 795	-	-	11 804 131	1 214 664	90,66
BASIC SANITATION & INTER BULK SERV IN TH	24 343 200	26 324 004	-	-	26 323 801	203	99,99
BASIC SANITATION & INTER BULK SERV IN TH	24 343 200	10 960 749	612 625	-	10 960 741	8	99,99
BASIC SANITATION & INTER BULK SERV IN TH	24 343 200	4 167 281	6 604 882	-	10 646 130	-6 478 849	255,46
NORTH EARSTERN WWTW PHASE 2(ROLL/O)	-	324 598	324 598	-	324 598	-	100,00

Description	Approved Budget	Adjusted Budget	Current Mth Exp	Commitment	YTD Movement	Balance	% on Adjustment Budget
BASIC SANITATION AND INTERNAL BULK SERVI	-	6 351 491	5 585 571	-	5 585 571	765 920	87,94
UPGRADE BULK SEWER FOR BRANDWAG PROJECT(-	423 444	-	-	-	423 444	0,00
REFURBISHMENT OF SEWER SYSTEMS(ROLL/O)	-	125 595	125 595	-	125 595	-	100,00
SUB TOTAL	437 097 360	460 646 633	83 904 127	-	457 887 632	2 759 001	0,99
WATER							
PPE CO: INFR WATER - ACQUISTIONS	-	-	21 037 318	-	21 037 318	-21 037 318	0,00
REFURBISHMENT OF WATER SUPPLY SYSTEMS	6 085 800	6 085 800	1 312 373	-	5 735 585	350 215	94,24
REPLACE PUMPS MASELSPOORT	289 800	414 214	-45 364	-	-45 364	459 578	-10,95
GARIEP DAM WATER SUPPLY	20 000 000	27 061 235	11 535 076	-	26 703 906	357 329	98,67
NAVAL HILL RESERVOIR PHASE 2	10 000 000	531 927	131 264	-	397 462	134 465	74,72
BOTSHABELO INTERNAL BULK WATER(PIPILINE)	1 386 587	100 000	-	-	-	100 000	0,00
BASIC SANITATION MANGAUNG	-	798 543	-	-	798 542	1	99,99
MASELSPOORT WATER RECYCLING	20 286 000	15 286 000	-	-	-	15 286 000	0,00
REFURBISHMENT OF WATER SUPPLY SYSTEMS	36 000 000	77 862 913	26 673 843	-	76 171 166	1 691 747	97,82
BASIC SANITATION BOTSHEBELO	-	25 574 766	-819 644	2 373 557	21 315 773	4 258 993	83,34
MASELSPOORT WTW REFURBISHMENT	38 138 380	28 138 380	-	-	-	28 138 380	0,00
MASELSPOORT WATER RECYCLING	10 286 000	5 059 000	415 929	-	5 004 564	54 436	98,92
BASIC SANITATION THABA NCHU	-	18 036 872	5 886 190	-	18 036 871	1	99,99
AMR - PREPAID METERS	-	25 399 743	13 179 075	-	26 381 500	-981 757	103,86
MASELSPOORT WTW REFURBISHMENT	67 316 692	7 556 299	-	-	6 912 470	643 829	91,47
WATER NETWORKS TO STANDS	2 000 000	589 918	-	-	-	589 918	0,00
HEUWELSIG WATER TOWER	2 000 000	-	-	-	-	-	0,00

Description	Approved Budget	Adjusted Budget	Current Mth Exp	Commitment	YTD Movement	Balance	% on Adjustment Budget
BOTSHABELO AND THABA NCHU INTERNAL BULK(-	3 772 967	-	-	-	3 772 967	0,00
BOTSHABELO AND THABA NCHU INTERNAL BULK(-	408 577	-	-	-	408 577	0,00
BOTSHABELO AND THABA NCHU INTERNAL BULK(-	68 238	-	-	-	68 238	0,00
REFURB WATER SUP SYST AUTO METER READ P	15 399 743	-	-	-	-	-	0,00
REFURB WATER SUP SYST REAL LOSS REDUCT	10 000 000	15 000 000	-9 502 215	10 242 529	-	15 000 000	0,00
REFURB WATER SUPP SYST TELEMETRY & SCAD	1 500 000	1 500 000	207 229	-	1 040 903	459 097	69,39
REPLACE/REFURB VALVES IN BFN BOTSH&THABA	10 000 000	10 000 000	-	-	9 539 320	460 680	95,39
REPLACE WATER METERS AND FIRE HYDRANTS	20 000 000	23 000 000	2 943 537	-	22 717 069	282 931	98,76
METERING OF UNMETERED SITES	5 000 000	5 839 582	1 331 218	-	5 217 061	622 521	89,33
SUB TOTAL	275 689 002	298 084 974	74 285 830	12 616 086	246 964 146	51 120 828	0,83
WASTE AND FLEET MANAGEMENT							
PPE CO: INF WASTE MAN - ACQUISTIONS	-	-	10 559 277	-	10 559 277	-10 559 277	0,00
BOREHOLES BOTSH NORTH SOUTRN L/SITES T	1 500 000	-	-	-	-	-	0,00
UPGRADING REFURB NORTHERN LANDFILL SIT	1 500 000	2 800 000	534 971	-	2 088 781	711 219	74,59
DEVELOPMENT OF TRANSFER STATION IN THABA	5 400 000	4 300 000	50 294	-	634 613	3 665 387	14,75
REFUSE STORAGE BINS FOR THE 3 CBDS	1 055 000	555 000	-	-	-	555 000	0,00
UPGRADE REFURB SOUTHERN LANDFILL SITES	1 500 000	2 500 000	1 023 104	-	2 354 954	145 046	94,19
DEVELOPMENT OF A NEW LANDFILL SITE	500 000	-	-	-	-	-	0,00
TWO WEIGHBRIDGES TRANSFER STATION IN THA	4 000 000	1 000 000	-	-	-	1 000 000	0,00
DEVELOPMENT OF WASTE DROP-OFF AREAS IN M	1 055 000	-	-	-	-	-	0,00

Description	Approved Budget	Adjusted Budget	Current Mth Exp	Commitment	YTD Movement	Balance	% on Adjustment Budget
UPGRADING AND REFURB BOTSHABELO LANDFILL	1 500 000	1 000 000	-	-	148 606	851 394	14,86
REFUSE RECEPTACLES FOR THE WASTE DROP-OFF	1 055 000	-	-	-	-	-	0,00
UPGRADING AND CONSTRUCTION OF SOUTHERN(-	415 192	-	-	-	415 192	0,00
UPGRADING AND REHABILITATIONS OF BOTSHAB	-	452 780	-	-	-	452 780	0,00
DEVELOPMENT OF TRANSFER STATION IN THABA	-	1 036 437	-	-	-	1 036 437	0,00
CHEMICAL TOILETS FOR PUBLIC CLEANSING EM	400 000	-	-	-	-	-	0,00
SIGNBOARDS PROHIBITING ILLEGAL DUMPING	80 000	80 000	-	-	-	80 000	0,00
PPE CO: TRANSPORT - ACQUISITIONS	-	-	1 397 150	-	1 397 150	-1 397 150	0,00
NEW VEHICLE LEASING	79 849 000	69 849 000	-43 615 547	-	-	69 849 000	0,00
PAVING AND WATER CHANNEL AT THABA NCHU W	225 000	75 000	-	-	-	75 000	0,00
25 TON TROLLEY JACK FOR BLOEMFONTEIN WOR	26 000	-	-	-	-	-	0,00
25 TON TROLLEY JACK FOR BLOEMFONTEIN WOR	26 000	26 000	1 990	-	25 276	724	97,21
HIGH PRESSURE CLEANING MACHINE THABA NCH	25 000	25 000	-	-	13 706	11 294	54,82
2 POST CAR LIFTS	50 000	50 000	-	-	42 620	7 380	85,24
WINCH FOR TYRE TRUCK FLEET 1192	20 000	20 000	-	-	-	20 000	0,00
H/DUTY TROLLEY JACKS (10-25TON) BOTSHABE	50 000	70 000	70 000	-	70 000	-	100,00
2 POST CAR LIFTS	50 000	50 000	-	-	41 620	8 380	83,24
COMPRESSOR INSTALLATION A THABA NCHU WO	70 000	70 000	-	-	35 770	34 230	51,10
WALL TOOLBOXES BENCHES AT THABA NCHU WOR	70 000	70 000	55 812	-	55 812	14 188	79,73
BUILD ADMIN OFFICES AT BOTSHABELO AND TH	1 500 000	-	-	-	-	-	0,00
REPLACE WORKSHOP DOORS	150 000	150 000	-	-	-	150 000	0,00

Description	Approved Budget	Adjusted Budget	Current Mth Exp	Commitment	YTD Movement	Balance	% on Adjustment Budget
AT BOTSHABELO WOR							
BUILDING OF PROPER FUEL STATION (THABA N	3 000 000	1 980 000	-	-	-	1 980 000	0,00
SUB TOTAL	104 656 000	86 574 409	-29 922 949	-	17 468 186	69 106 223	0,20
STRATEGIC PROJECTS							
WAAIHOEK PRECINCT REDEVELOPMENT	60 543 000	47 843 000	30 888	-	30 888	47 812 112	0,06
BRANKOP ENGINEERING SERV	20 000 000	5 000 000	-	-	-	5 000 000	0,00
PEDESTRIAN WALKWAYS	10 488 682	5 488 682	-	-	-	5 488 682	0,00
WALKWAY FAN MILE	10 607 871	4 607 871	234 638	-	234 638	4 373 233	5,09
BLOEMSPRUIT GREENING	5 808 302	3 308 302	428 527	-	428 527	2 879 775	12,95
CECELIA PARK LAND DEVELOPMENT	20 000 000	5 000 000	-	-	-	5 000 000	0,00
URBAN POCKET PARK	11 131 145	5 131 145	-15 716	-	-	5 131 145	0,00
AIRPORT DEVELOPMENT NODE - PHASE 1	55 000 000	-	-	-	-	-	0,00
SUB TOTAL	193 579 000	76 379 000	678 337	-	694 053	75 684 947	0,01
NALEDI PROJECTS							
MOROJANENG/DEWETS ELEVATED TANK & INTERL	318 975	-	-	-	-	-	0,00
UPGRADE PUMP STATION WEPENER	-	3 750 000	-	-	-	3 750 000	0,00
UPGRADE PUMP STATION DEWETSDORP	-	3 750 000	-	-	-	3 750 000	0,00
RESUSITATION OF BORE HOLES	-	2 000 000	-	-	-	2 000 000	0,00
CONCRETE WALL FENCING BORE HOLES	-	1 300 000	-	-	-	1 300 000	0,00
SANITATION CONNECTION	-	1 025 659	-	-	-	1 025 659	0,00
WEPENER EBENHAEZER HOOGTE: PAVING OF 1.5	1 286 433	-	-	-	-	-	0,00
MAROJAN RE-GRAV 6.6KM RDS PAVE 400M RS &	8 746 967	-	-	-	-	-	0,00
FURNITURE & EQUIPMENT	505 000	-	-	-	-	-	0,00

Description	Approved Budget	Adjusted Budget	Current Mth Exp	Commitment	YTD Movement	Balance	% on Adjustment Budget
PMU	661 800	-	-	-	-	-	0,00
VAN STADENSURUS/ THAPELANG: CONSTRUC SPOR	306 484	-	-	-	-	-	0,00
MOROJANENG: UPGRADING OF SPORTS FACILITY	1 915 342	1 915 342	-	-	478 471	1 436 871	24,98
SUB TOTAL	13 741 001	13 741 001	-	-	478 471	13 262 530	0,03