

2017/2018

ANNUAL REPORT

MNQUMA LOCAL MUNICIPALITY



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CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR’S FOREWORD

The 2017/2018 annual report is a culmination of the implementation of 2017/2022 Integrated Development (IDP) and 2017/2018 Service Delivery and Budget Implementation Plan (SDBIP). It reflects a record of the municipality’s service delivery achievements and challenges in line with the commitments of the financial year under review. It provides a complete account of the responsibilities bestowed by the Constitution of the Republic of South Africa 1996.

In the financial year under review the municipality implemented programs in partnership with stakeholders to address some of the challenges faced by the communities; such as but not limited to:-

- Job creation - though labour intensive programmes;
- Reduction in electricity backlogs
- Intensifying public participation; and
- Social cohesion programmes.

The municipality recognises serious challenges that resulted in non-implementation of planned targets during the 2017/18 financial year, inter alia, included:

- No full-time Municipal Manager until March 2018
- Receipt of disclaimer audit opinion for the 2017/18 financial year, after receiving unqualified audit opinion in the prior year.
- 100 % of capital expenditure has not been realized
- Low revenue collection
- Non-functioning of oversight committees

The institution realised that stabilizing the administration is key to success of service delivery hence the appointment of the Municipal Manager in March 2018 and Senior Managers in April and May 2018. With regards to the audit opinion, the Municipality has developed and approved an Action Plan to address the findings.

We continue to commit ourselves in improving service delivery to our communities in collaboration with stakeholders focusing on five indicators:

- Accountability
- Participatory governance
- Governance Education
- Investment in infrastructural development and
- Social Responsibility

CLLR NH SKELENGE

EXECUTIVE MAYOR

COMPONENT B: EXECUTIVE SUMMARY

1.1. MUNICIPAL MANAGER'S OVERVIEW

Mnquma Local Municipality is a category B municipality with powers and functions as enshrined in the Constitution of the Republic of South Africa, Act 108 of 1996 Schedule 4 Part B and Schedule 5 Part B. It is always the determination of the municipality to take performance to another level of excellence.

We acknowledge that in the year under review the municipality has been challenged with inadequate financial resources, and thus we could not achieve some of the strategic objectives as outlined in the Integrated Development Plan and meet our financial obligations.

Due to the financial constraints alluded to above; the overall institutional performance for 2017/2018 is at 49%, regressing from the overall institutional performance of the previous financial year 2016/2017 by 21%. In this regard, drastic measures have been taken to curb expenditure especially on non-core programs and focused mainly on key service delivery programs and projects. The municipality further approved policy on austerity measures. Revenue collection remained a challenge in 2017/2018 financial year as the municipality realised only 58% of own revenue collection.

Mnquma Local Municipality falls within the areas that have been affected by drought in the year under review. Amathole District Municipality, as a Water Services Authority, developed strides such as drilling of boreholes in order to curb the situation and further implemented water-rationing programme to ensure that communities had access to this basic need.

The municipality implemented the IDP programmes and projects in partnership with sector departments through the sitting of Inter-governmental relations forum meetings. In the year under review, it is key to note that the municipality managed to approve the following compliance documents despite the challenges highlighted above:

- 2018/2019 Integrated Development Plan
- 2018/2021 MTREF Budget
- 2018/2019 Service Delivery and Budget Implementation Plan
- 82 Policies and 4 By-Laws
- 2018/2019 Strategic and Operational Risk Registers
- 2016/2017 Audit Action Plan to address audit queries as raised by AG
- 2018/2019 Institutional Calendar

Mnquma Local Municipality's administration remains committed in delivering services to the communities, fostering good relations with stakeholders and maintaining good governance.

S MAHLASELA
MUNICIPAL MANAGER

1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

INTRODUCTION TO BACKGROUND DATA

Mnquma Local Municipality is entrusted with responsibility of performing functions as determined by the Municipal Demarcation Board. Among these functions, are: Municipal Roads and Storm Water Pipe Network, Street Lighting; Electricity and Gas Reticulation, Land Administration, Land Use Management Human Settlements, Building Regulations, Vehicles and Plant Maintenance, Waste Management, Cemeteries and crematoria, Amenities, Sports Facilities, Municipal Public Transport, Municipal Parks and Recreation. Due to the rural nature of the municipality and the huge backlog on basic services, there are limited resources to address the backlog and ensure that all households have access. The municipality strives to ensure that each ward receives an infrastructure project based on the needs analysis in each financial year.

Amathole District Municipality performs the function of water services thus report on water and sanitation will be detailed in the district annual report.

The total population of the municipality is approximately 252 390 people, of which 250 833 are black Africans. 487 are comprised of coloured people, 324 are Indians or Asians, 517 white people and 229 is comprised of other races. This translates to 3.9% of the total population in the province of the Eastern Cape. The highest population concentration is found on the following wards.

Ward Name	Population	% of Municipality Total
25	11,611	4.6
26	10,489	4.2
24	10, 199	4.0
22	9,694	3.8
5	9,581	3.8

The population has decreased by 11% from 2001 census as compared to 2011 census and has been growing at a marginal rate of -0.2 % per annum from 2011 to 2013 according to ECSECC. Population decrease has been caused by various reasons which among others include outward migration to bigger cities.

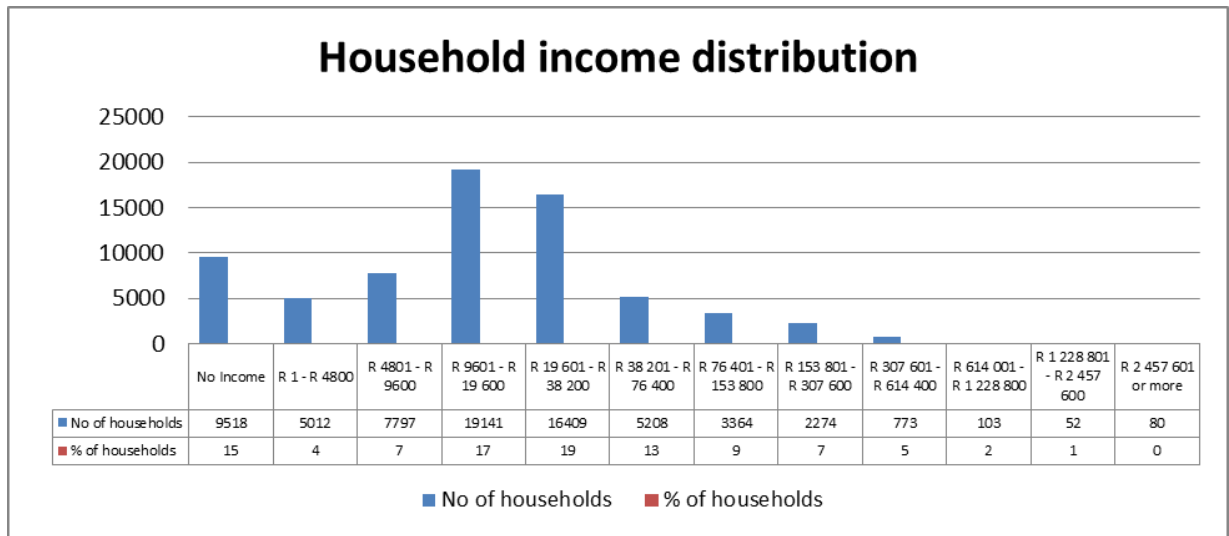
According the census 2011, Mnquma Local Municipality's total number of households is 69 732, there is an increase of just over 3000 households compared to 2001 census which was 66285.

Population Details			
Population '000			
Age	Year 0		
	Male	Female	Total
Age: 0 - 4	14928	14627	29555
Age: 5 - 9	14230	13948	28178
Age: 10 - 19	31836	28968	60804
Age: 20 - 29	17967	18256	36223
Age: 30 - 39	10323	12074	22397
Age: 40 - 49	8029	13624	21653
Age: 50 - 59	8529	13624	22153
Age: 60 - 69	6675	9318	15993
Age: 70+	5346	10088	15434
TOTAL	117863	134527	252390

1.3. SOCIO ECONOMIC STATUS

Annual Monthly Household Income Profile

The graph below demonstrates destitute households with high levels of unemployment and a community in dire need of various source of income. About 15 % of the households in the municipality have no income and approximately 4% with income less than R1600 per month. This means that approximately 15% of households in the local community need subsidy arrangements for survival and thus are unable to pay for services. This therefore has huge implications on the municipality’s financial status in that they cannot rely on residential cross subsidisation for revenue.



Household income distribution: Stats SA Census 2011

On comparison of the 2001 and 2011 census results, there is a significant improvement on the percentage of households with no income as it has gone down from 40% to 15%, while the number of households who depend on social grants has dropped from 27% to 4%.

Unemployment Levels

The municipality is characterised by the highest levels of poverty, illiteracy and unemployment. Approximately 11% of the population is unemployed, only 25% is employed while 64% of the municipal population is considered economically inactive (See Figure 6).

The municipality has limited employment opportunities and this has huge implications on the increased need for welfare and indigent support in the municipality. The municipality therefore needs to put priority into service provision, skills, social development and economic development programmes.

Figure 6: Employment Status



Derived from Census 2011 – Stats SA

The table below illustrates a significant change in the unemployment status which has decreased by 7% when comparing with 2001 census, while there is only 3% increase in employment. Significantly it should be noted that there is increase in the field of economically inactive people.

Employment Status

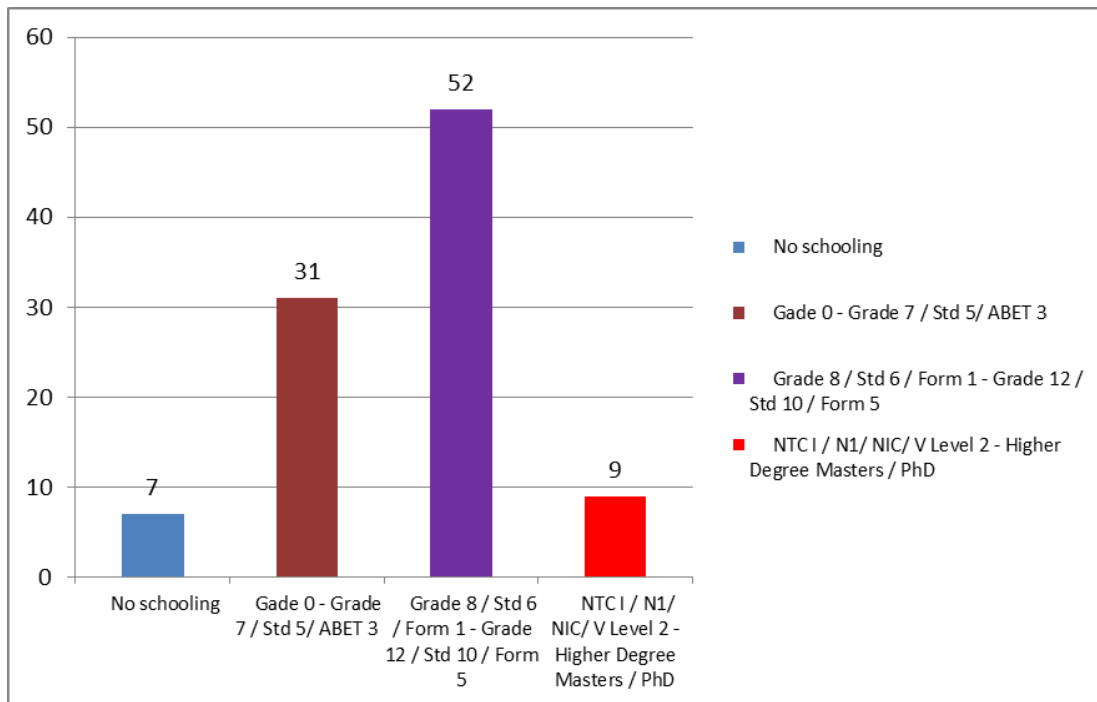
EMPLOYMENT STATUS	2001 CENSUS	2011 CENSUS
Employed	13%	16.7%
Unemployed	21%	13.3%
Not economically active	66%	70%

Education Levels

The table below depicts the levels of education in this municipality. 7% of the Mquma population has no schooling and 31% completed primary while 52% completed grade 12 and just above 9% of the population got a higher education. This table below shows comparison of 2001 and 2011 statistics and there is a remarkable improvement of the education levels.

Education Levels

EDUCATION LEVELS	2001 CENSUS	2011 CENSUS
No Schooling	27%	7%
Completed Primary	8%	31%
Matric / Grade 12	10%	52%
Higher Education	6%	9%



Derived from Community Survey 2007 - Stats SA

Overview of Neighbourhoods within 'Mnquma Local Municipality'		
Settlement Type	Households	Population
Towns		
Butterworth Central	504	44040
Ngqamakhwe Central	564	1557
Centane Central	543	1458
Sub-Total	1611	47055
Townships		
Bika	225	783
Cuba	1773	5493
Vuli Valley	458	1272
Mcubakazi	1221	4005
Msobomvu	1773	5763
Sub-Total	5450	17316
Rural settlements		
Mnquma Rural Settlement	66075	244278
Sub-Total	66075	244278
Informal settlements		
Butterworth	3657	8112

Overview of Neighbourhoods within 'Mnquma Local Municipality'		
Settlement Type	Households	Population
Sub-Total	3657	8112
Total	73136	308649

Natural Resources	
Major Natural Resource	Relevance to Community
Tourism destinations / initiatives: Heritage sites Arts and crafts Coastal Belt	Projects as a result of local tourism, business tourism and leisure activities
Mining: Granite, sand mining, potters clay, quarries and borrow, titanium potential	Protection of the natural environment, private public partnerships which will result into skills transfer and job creation
Forests: Indigenous forests, state owned forests (category B forests), Land availability for new afforestation activities	Environmental protection, private public partnerships between DAF, Private Partners and the municipality that will result into job creation, Improve access to timber and provision of capital investment thereby reduce poverty and maximize job opportunities

The population data depicts that the municipality has a young population with more than 65% of the population being under the age of 35. There is also a high rate of poverty and unemployment in the municipality and this is a challenge for the municipality. This means that youth development programmes should be at the centre of planning and the municipality must strive towards developing its local economy.

Mnquma Local Municipality's, Master Plan is a long term development plan and the cornerstone for development. The municipality has established a Programmes Management Office which will be focussing of implementing the Master Plan and high impact projects.

1.4. SERVICE DELIVERY OVERVIEW

SERVICE DELIVERY INTRODUCTION

The Constitution of the Republic of South Africa (Act 108 of 1996) outlines the functional areas of each sphere. The powers and functions of local government are detailed in Part B of Schedule 4 and Part B of Schedule 5. The Act regulates certain aspects of municipal service delivery mechanisms and the process of implementing such mechanisms.

As part of the Eastern Cape Province, Mquma is one of the municipalities with the highest levels of poverty, illiteracy and unemployment. An estimated 11% is unemployed, only 25% is employed while 64% of the municipal population is considered economically inactive. The area has limited employment opportunities and this has huge implications on the increased need for welfare and indigent support in the municipal area. The municipality therefore needs to put priority into service provision, skills and social development.

Census 2011 results show that 39% of the municipality does not have access to piped water; with approximately 26 000 households that still do not have access to electricity. They use paraffin and candles for lighting; and that shows that government still needs to address this issue.

Section 76 of the Municipal Systems Act (Act 32 of 2000) provides that a municipality may provide a municipal service in its area or a part of its area through an internal or external mechanism.

In 2017/2018 financial year the municipality used internal and external mechanisms to provide services to the local community.

Electricity connections were done by Eskom and the municipality to **3611** households utilizing funding from Department of Minerals and Energy and Integrated National Electrification Programme, however, 256 households are still to be energized.

The Amathole District Municipality provides water and sanitation services to the local community. It is responsible for the day-to-day operation and maintenance of water purification plants and reticulation systems. ADM objective is to provide quality and sustainable drinking water in an integrated manner to all consumers. The prioritizing of Interim Intermediate Water Services Programme (IIWSP), funded by the Department of Water Affairs through the Municipal Water Infrastructure Grant (MWIG), is one of the strategies. In 2017/2018 financial year, the municipality still experienced drought and the district municipality is in the process of drilling boreholes.

Below is the table depicting a water and sanitation projects that were implemented by the District Municipality utilizing MIG/MWIG funding:

Project Name	2017/2018 budget	Progress
Crouch's Bush Water Supply	R 3,165,666.48	Contractor on site, commissioning the project (Ward 29 & 30 Villages).
Ibika-Centane Regional Water Supply	R 1,275,348.69	Phase 3 Contract 2 was cancelled in 2017. It covers Ward 25 (Manyontolweni, Nkonkwane, Qolweni & Mhlahlane) for of Mquma which is now Ward 11 of Mbashe LM.

Project Name	2017/2018 budget	Progress
Gcuwa West Water Supply	R 20,749,775.66	Phase 1 and 2 Contracts on site, project still under construction in Ward 7 & 8 Villages, Phase 1 contracts were completed on March 2018 & Phase 2 will be complete on September 2018.
Nxaxo & Cebe Water Supply	R 2,094,962.18	Phase 1 Contract 1 was terminated in 2016/17 FY, another Contractor has been appointed to complete this contract. This Contract will cover Ward 26 & 27 Villages (Mcothama / Esibhaxeni / Mbuwana / Ngqokweni / Malonye / Gaxa/Mandlutsha, Nxaxo / Eluqolo / Godidi, Zingcuka / Klemeni / Gwelani / Bhakaneni).
Ngqamakhwe RWS Phase 1-4	R 4,941,938.45	Phase 1 Contract currently working at Ngqwanguleni Village. Phase 2 Contract recently been appointed and will cover (Mtabeni, California, Sokapasi, kwaMpundu – Ward 13; Qebeyi, Nqakeni, kwaZazela, eNqileni, Mgobozweni, Nofikile, Magodla, eGxakhulu) – Ward 14). Site handover was done in May 2018.
Centane Phase 4 Water Supply	R 32,295.06	Village reticulation of (Kantolo, Machelesini, Ngede, Pandera & Nxokwana) – Ward 30. Project under design but have challenge with the water source availability.
Bawa Falls Water Supply	R 0	Village reticulation of (Magogogo, kwaMtinstilana / koMkhulu, kwaNcityane, eJojweni, eManxiweni, Farm / Zangwa, Lalini / Bawa, Bokhwe, kuNqambeli, Mqambile) - Ward 10. Project under design but have challenge with the water source availability.
Cafutweni Water Supply	R 0	Village reticulation of (Lower Qhorha, Qhorha, Gqukiseni & Mambala) – Ward 22. Project under design but have challenge with the water source availability.
Ngqamakhwe Ward 17 & 19 Sanitation	R 539,861.10	Completed Ward 17 & 19 and assessing additional toilets required in other areas in Mnquma.
Mnquma Area Wide Sanitation Region 3A	R 12,152,868.82	Sanitation completed in Ward 16 and currently busy in Ward 18 and Ward 20. After that has been completed, 30 household will be done at Mchubakazi in Ward 6.
Zizamele Sewer Reticulation Phase 2	R 0	The project is being delayed due to the drought situation. Pour Flush Toilet system is being proposed at the moment and awaiting for the appointment of the Supplier.
Toleni RWS	R 1,497,428.70	To undertaking feasibility study covering areas currently and previously supplied by the scheme in ward 9, 10, 11, 12 and 14.
Ngqamakhwe Phase 5 WS – Butterworth Emergency Pipeline	R 13,891,981.88	To fast-track the Butterworth Emergency Water Supply which is meant to supplement Xilinx Dam with Raw water from Tsomo River. Tenders have closed and the construction budget was approved by National Treasury. Waiting for the appointment of a Contractor by DWS National.
Water Loss Reduction Programme: Butterworth	R 126,587.53	This project was at Bid Adjudication Stage at the year end.
Package Plant and Refurbishment of boreholes in Ngculu	R 1,231,572.23	Construction has commenced, fencing and plinth for the packaged plant complete. Package plant delivered to site but still not connected to electricity. Still awaiting upgrade by Eskom.
Drought Interventions - Equipping of Boreholes in Teko Fihla and installation of water hydrants -	R3 529 725.49	Construction at Teko Fihla commenced on the 1st November 2017. Progress is at 60%. Completion by end May 2018. Sighting, drilling and testing of boreholes around Mnquma is ongoing. 44 boreholes currently drilled. Appointment of civil PSP for equipping of the boreholes is at Bid Evaluation stage.

Waste Management Services within the municipality is regulated by the Integrated Waste Management Plan.

Internal and External Mechanisms were used to provide waste management services within the municipality. As part of Local Economic Development Initiatives; the municipality engaged services of three local co-operatives to render waste collection and removal services. In the financial year under review, waste was collected; removed; and disposed on daily basis within the CBD; and twice a week in suburbs and township areas in line with the procedure manual. **9100** households in all areas benefited from the Waste Collection Services. The Indigent Policy regulates services to be rendered to indigent households. Refuse removal is one of the services rendered to indigent households.

COMMENT ON ACCESS TO BASIC SERVICES:

Amathole District Municipality is the Water Services Authority and Provider, in 2018/2019 financial year a total amount of R143 million has been set aside towards water and sanitation projects.

The remaining electricity backlogs will be reduced through implementation of electrification program by the municipality and Eskom. In 2018/2019 financial year; a total budget of **R 48 million to electrify 3360 households has been set aside by Eskom; whilst the municipality will electrify 497 households through INEP Funding of R11 million.** The municipality has further committed R1 650 000.00 for provision of waste management services in the financial year 2018/2019

1.5. FINANCIAL HEALTH OVERVIEW

In 2017/2018 financial year, the municipality managed to collect 63% on rates and 31% on refuse. The revenue enhancement strategy that was approved by council has not assisted the municipality.

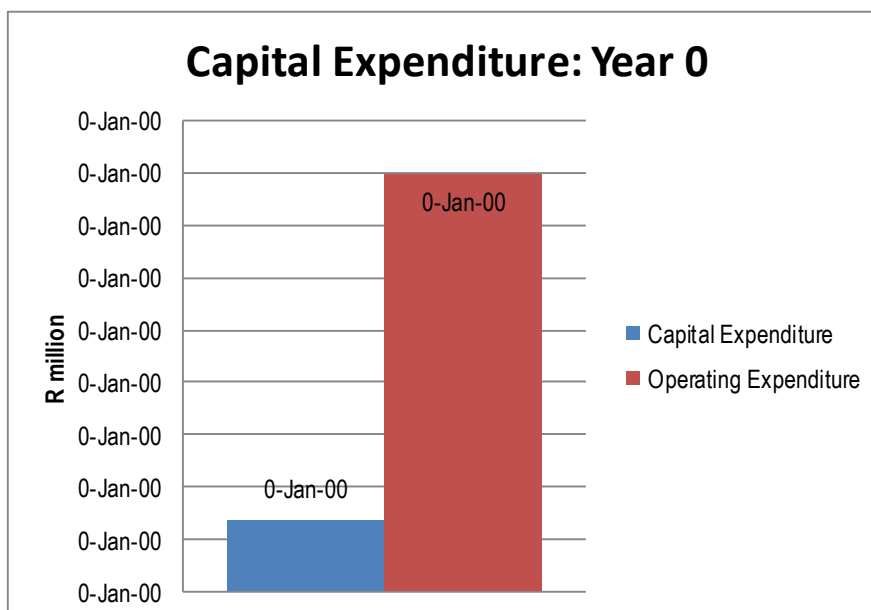
The following tables depict the income collected by the municipality for the year ended June 2018 and the expenditure incurred during the year. The expenditure is in line with the approved budget.

Description	2016/17	Budget Year 2017/18					
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	YearTD budget	YTD variance	YTD variance %
R thousands							
CASH FLOW FROM OPERATING ACTIVITIES							
Receipts							
Property rates	19 472	13 630	13 630	12 148	13 630	(1 482)	-11%
Service charges	4 100	4 100	4 100	1 275	4 100	(2 825)	-69%
Other revenue	10 772	12 318	12 318	6 951	12 318	(5 368)	-44%
Government - operating	229 071	231 062	231 227	231 293	231 062	231	0%
Government - capital	105 068	68 776	68 611	45 693	68 776	(23 083)	-34%
Interest	9 025	11 044	11 044	3 586	11 044	(7 459)	-68%
Dividends						-	
Payments							

Description	2016/17	Budget Year 2017/18					
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	YearTD budget	YTD variance	YTD variance %
R thousands							
Suppliers and employees	(321 105)	(272 094)	(394 072)	(317 304)	(249 420)	67 884	-27%
Finance charges	(2 024)	(940)	(940)	(3)	(862)	(859)	100%
Transfers and Grants						-	
NET CASH FROM/(USED) OPERATING ACTIVITIES	54 378	67 897	(54 082)	(16 362)	90 650	107 012	118%
CASH FLOWS FROM INVESTING ACTIVITIES							
Receipts							
Proceeds on disposal of PPE	590	590		205	590	(385)	-65%
Payments							
Capital assets	105 068	(68 776)	(68 011)	(26 001)	(68 776)	(42 775)	62%
NET CASH FROM/(USED) INVESTING ACTIVITIES	105 658	(68 186)	(68 011)	(25 796)	(68 186)	(42 390)	62%
CASH FLOWS FROM FINANCING ACTIVITIES							
Receipts							
Short term loans						-	
Borrowing long term/refinancing						-	
Increase (decrease) in consumer deposits						-	
Payments							
Repayment of borrowing						-	
NET CASH FROM/(USED) FINANCING ACTIVITIES	-	-	-	-	-	-	

Overall comments

The municipality has spent 63% of the budgeted operating expenditure with capital expenditure sitting at 40%. The service delivery has not improved in the current year due to delays in the appointment of service providers.



COMMENT ON CAPITAL EXPENDITURE:

During the 2017/2018 financial year the municipality has spent 6% of the total budget on Capital projects and 53% of the total budget on operating expenditure.

1.6. ORGANISATIONAL DEVELOPMENT OVERVIEW

ORGANISATIONAL DEVELOPMENT PERFORMANCE

In 2017/2018 financial year, the Municipality adopted an organisational structure. A total of 13 employees were appointed to fill vacant positions.

The municipality established a Local Labour Forum in line with the South African Local Government Collective Agreement. The forum is intended to discuss issues of mutual interest between the employer and employee.

Occupational Health and Safety (OHS) programmes were implemented in the year under review in line with the OHS strategy. Three programmes (Workplace inspections, sitting of OHS Committee and Awareness campaigns) were conducted in the year under review.

Employment Equity Plan was reviewed in 2017/2018 financial year, 2 EEP programmes were implemented: Sitting of EEP Committee and submission of Compliance reports to the Department of Labour

The municipality developed 2017/2018 Work Place Skills Plan and Annual Training Plan to capacitate its workforce and councillors. Programmes were implemented for Councillors and officials in the year under review. Annual Training Plan could not be implemented effectively due to financial constraints

1.7. AUDITOR GENERAL REPORT

Report of the auditor-general to Eastern Cape Provincial Legislature and the Council of Mquma Local Municipality

Report on the audit of the financial statements

• ADVERSE OPINION

1. I have audited the financial statements of the Mquma Local Municipality set out on pages ... to ..., which comprise the statement of financial position as at 30 June 2018, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information 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, because of the significance of the matters described in the basis for adverse opinion section of my report, the financial statements do not present fairly, in all material respects, the financial position of the Mquma Local Municipality as at 30 June 2018, and its financial performance and cash flows for the year then ended in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act, 2017 (Act No. 3 of 2017) (Dora).

• BASIS FOR ADVERSE

○ PROPERTY, PLANT AND EQUIPMENT

3. The municipality did not recognise property, plant and equipment (PPE) in accordance with GRAP 17, Property, plant and equipment. This was due to the following:
 - Amounts were capitalised to PPE which did not meet the definition of PPE;
 - Items of PPE were included more than once in the asset register;
 - The PPE register incorrectly includes items that should be classified as investment property;
 - Depreciation was calculated incorrectly;
 - Residual values and useful lives of fully depreciated PPE were not reassessed.
4. As a result, PPE is overstated by R1,1 billion (2017: R1,07 billion); accumulated surplus is overstated by R1,04 billion (2017: R1,04 billion); depreciation expense is understated by R27,0 million (2017: R27,0 million); and investment property is understated by R1,7 million (2017: R1,7 million).
5. I was unable to obtain sufficient appropriate audit evidence that PPE for the current and prior years had been properly accounted for, because management did not perform an assessment of the indicators of

impairment for PPE as required by GRAP 21, Impairment of non-cash generating assets. My audit procedures identified indicators of impairment that should have been assessed by management. I was unable to confirm the PPE balance by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to the PPE disclosed as R1,6 billion (2017: R1,6 billion) in the statement of financial position and note 8 to the financial statements.

○ INVESTMENT PROPERTY

6. The municipality did not recognise investment property in terms of GRAP 16, Investment Property. This was due to the following:
 - Investment property was recognised more than once in the register
 - PPE was incorrectly recognised as investment property
 - Depreciation was not provided for on some investment properties.
7. As result, investment property disclosed in the statement of financial position and note 7 was overstated by R67,6 million (2017: R67,1 million); PPE disclosed in the statement of financial position and note 8 is understated by R16,3 million (2017: R16,3 million); accumulated surplus disclosed in the statement of financial position and statement of changes in net assets is understated by R50,2 million (2017: R50,2 million); and the depreciation expense disclosed in the statement of financial performance and note 28 is understated by R0,560 million (2017: R0,560 million).

○ RECEIVABLES FROM NON-EXCHANGE TRANSACTIONS

8. I was unable to obtain sufficient appropriate audit evidence that management had properly accounted for receivables for traffic fines in accordance with GRAP 104, Financial instruments. GRAP 104, Financial instruments requires an entity to disclose an analysis of financial assets that are individually determined to be impaired as at the end of the reporting period, including the factors the entity considered in determining that they are impaired at the end of each reporting period. I was unable to determine whether any adjustments were necessary to receivables from non-exchange transactions stated at R5,1 million (2017: R7,9 million) in the statement of financial position and note 4 to the financial statements. Additionally, there was a resultant impact on the debt impairment for the period, as disclosed in the statement of financial performance and note 30 to the financial statements.

○ RECEIVABLES FROM EXCHANGE TRANSACTIONS

9. GRAP 104, Financial instruments requires an entity to assess at the end of each reporting period whether there is any objective evidence that a financial asset or group of financial assets is impaired. The municipality impaired some of its receivables from exchange transactions that were not supposed to be impaired and incorrectly recognised some properties as billed more than once. As a result, receivables from exchange transactions are understated by R5,3 million (2017: R3,6 million); revenue from non-exchange is overstated by R0,934 million (2017: R1,8 million); and debt impairment is overstated by R6,3 million (2017: R5,4 million). Additionally, there was a resultant impact on the debt impairment for the period as disclosed in the statement of financial performance and note 30 to the financial statements.

○ INVENTORIES

10. I was unable to obtain sufficient appropriate audit evidence that management had properly accounted for land inventories in accordance with GRAP 12, Inventories. This was due to nonsubmission of information to support the values of inventory recorded in the accounting records. I was unable to confirm the inventory balance by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to inventories stated at R4,8 million (2017: R5,6 million) in the statement of financial position and note 2 to the financial statements.

○ VAT RECEIVABLE

11. I was unable to obtain sufficient appropriate audit evidence that management had properly accounted for the Vat receivable in the statement of financial position due to the status of the accounting records. I was unable to confirm the Vat receivable balance by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to the Vat receivable stated at R13,9 million (2017: R6,9 million) in the statement of financial position and note 5 to the financial statements.

○ PAYABLES FROM EXCHANGE TRANSACTIONS

12. The municipality did not record all its payables from exchange transactions in accordance with GRAP 1, Presentation of financial statements. As a result, payables from exchange transactions are overstated by R3,4 million; leave accrual expense is overstated by R1,3 million; PPE is overstated by R1,3 million; general expenditure is overstated by R0,757 million; and agency fees expenditure is overstated by R0,362 million.

13. I was unable to obtain sufficient appropriate audit evidence that payables from exchange transactions had been properly accounted for due to the status of the accounting records. I was unable to confirm the payables from exchange transactions by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to the payables from exchange transactions of R67,8 million (2017: R61,2 million) disclosed in the statement of financial position and note 10 to the financial statements.

○ GENERAL EXPENDITURE

14. The municipality did not recognise expenditure in accordance with GRAP 1, Presentation of financial statements. This was due to the following:

- Prior year expenditure was recorded in the current financial year ☒ Current year expenditure was not recorded in the financial statements
- Invoices were processed at the incorrect amounts.

15. As a result, general expenditure disclosed in the statement of financial performance was overstated by R3,8 million and payables from exchange transactions disclosed in the statement of financial position were overstated by R3,8 million.

16. In the previous year, I was unable to obtain sufficient appropriate audit evidence that general expenditure disclosed in the 2016-17 financial statements, which form the basis for the corresponding figures disclosed in the 2017-18 financial statements, had been properly accounted for. This was due to lack of supporting information and records. The required information was also not submitted in the current financial year. As a result, I was unable to confirm the corresponding figures for expenditure by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to the corresponding figures for collection costs, repairs and maintenance, bulk purchases, grants and subsidies expenditure and general expenses totalling R111,1 million as disclosed in the statement of financial performance.

○ COMMITMENTS

17. GRAP 17, Property, plant and equipment requires the entity to disclose contractual commitments for acquisition of PPE. The municipality did not fully comply with this requirement as the commitments register included contracts that had expired and some contract expenditure was recorded in the register at incorrect amounts. As a result, commitments disclosed in note 37 were overstated by R60,8 million (2017: R74,3 million).

○ IRREGULAR EXPENDITURE

18. The municipality did not identify and disclose all irregular expenditure in the notes to the financial statements, as required by section 125(2)(d) of the MFMA. Payments made in contravention of the supply chain management (SCM) requirements resulted in irregular expenditure of R48,2 million (2017: R10,6 million) being identified during the audit that was not disclosed. I was unable to determine the full extent of the irregular expenditure that should have been disclosed. Accordingly, I could not determine the adjustment required to the irregular expenditure disclosed at R461,2 million (2017: R424 million) in note 44 to the financial statements.

19. The corresponding figure of irregular expenditure disclosed in note 44 includes an amount of R4,8 million for which there are no supporting documents. Even after considering alternative procedures, I could not obtain sufficient appropriate evidence that the transactions making up this amount were irregular. Consequently, I could not determine whether any adjustments were required to the corresponding figure and the current year closing balance of irregular expenditure disclosed in note 44.

○ PRIOR PERIOD ERROR

20. The disclosure of prior period errors in note 48 to the financial statements did not comply with the requirements of GRAP 3, Accounting policies, estimates and errors. The nature and the amount of the correction for each financial statement item affected and the amount of the correction at the beginning of the earliest previous period were not disclosed.

21. In addition, I was unable to obtain sufficient appropriate audit evidence for restatements totalling R11,7 million as the supporting information could not be provided. I was unable to obtain the required evidence by applying alternative procedures. As a result, I was unable to determine whether any further adjustments were required to the prior period errors as disclosed in note 48 to the financial statements.

○ STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

22. The municipality did not disclose the statement of comparison of budget and actual amounts for the cash flow statement in the financial statements, as required by GRAP 24, Presentation of budget information in the financial statements. In addition, there were no explanations for some material differences between the budgeted and actual figures as disclosed in the statement of comparison versus actual amounts.

○ CASH FLOW STATEMENT

23. The municipality incorrectly classified and incorrectly calculated various line items in the cash flow statement. This resulted in the following line items being misstated as described:

- Sale of goods and services is overstated (2017: understated) by R0,928 million (2017: R4,3 million)
- Employee costs are overstated by R3,1 million
- Suppliers are understated by R1,3 million (2017: R6,1 million)
- The corresponding figure of proceeds from sale of property, plant and equipment is overstated by R1,1 million.

[Corresponding figures](#)

○ REVENUE FROM NON-EXCHANGE TRANSACTIONS

24. In the previous year, I was unable to obtain sufficient appropriate audit evidence that revenue from non-exchange transactions had been properly accounted for due to the status of the accounting records, and supporting documentation used for revenue recognition was not available for audit purposes. During the current year I was again not provided with the evidence required to substantiate these transactions. I was unable to confirm the revenue from non-exchange transactions by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to the corresponding figure of revenue from non-exchange transactions stated at R308,8 million in the statement of financial performance.

• CONTEXT FOR THE OPINION

25. 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 this auditor's report.
26. 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.
27. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my adverse opinion.

• MATERIAL UNCERTAINTY RELATING TO GOING CONCERN

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

29. I draw attention to note 40 to the financial statements which indicates that the municipality is experiencing financial difficulties in that its current liabilities exceed its current assets. The events or conditions disclosed in note 40, together with other matters set forth in the same note, indicate that material uncertainty exists that may cast significant doubt on the municipality's ability to continue funding its existing level of operations.

• EMPHASIS OF MATTERS

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

○ UNAUTHORISED EXPENDITURE

31. As disclosed in note 42 to the financial statements, unauthorised expenditure to the amount of R276,39 million (2017: R245,12 million) has accumulated over a number of years and has not been condoned.

○ FRUITLESS AND WASTEFUL EXPENDITURE

32. As disclosed in note 43 to the financial statements, fruitless and wasteful expenditure to the amount of R4,17 million (2017: R3,83 million) has accumulated over a number of years and has not been condoned.

• OTHER MATTER

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

○ UNAUDITED DISCLOSURE NOTES

34. 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 did not form part of the audit of the financial statements and accordingly I do not express an opinion thereon.

[Responsibilities of the accounting officer for the financial statements](#)

35. 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 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.

36. In preparing the financial statements, the accounting officer is responsible for assessing the Mquma Local 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 appropriate governance structure

either intends to liquidate the municipality or to cease operations, or has no realistic alternative but to do so.

• AUDITOR-GENERAL'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

37. 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.
38. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

• INTRODUCTION AND SCOPE

39. 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 objectives presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
40. 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/ measures 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.
41. 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 objectives presented in the annual performance report of the municipality for the year ended 30 June 2018:

Key performance areas	Pages in the annual performance report
KPA 2: Basic services and infrastructure development	x – x
KPA 3: Local economic development	x – x

42. I performed procedures to determine whether the reported performance information was properly presented and whether performance 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. The material findings in respect of the usefulness and reliability of the selected programmes are as follows:

KPA 2: Basic services and infrastructure development

Reliability

Reported achievement not supported by sufficient appropriate audit evidence

○ 6 956 BENEFICIARIES SUBSIDISED WITH FREE BASIC ELECTRICITY BY JUNE 2018

I was unable to obtain sufficient appropriate audit evidence for the reported achievement of 6 956 beneficiaries subsidised with free basic electricity that was reported against the above-mentioned target and indicator. This was due to limitations placed on the scope of my work. 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 6 956 beneficiaries subsidised with free basic electricity by June 2018, as disclosed in the annual performance report. [Usefulness](#)

Various indicators

○ MEASURES TAKEN TO IMPROVE PERFORMANCE NOT CORROBORATED

43. I was unable to obtain sufficient appropriate audit evidence to support the measures taken to improve performance against target as reported in the annual performance report. This was due to limitations placed on the scope of my work. I was unable to confirm the reported measures taken by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported measures taken to improve performance for the indicators listed below:

Indicator description	Planned target	Actual Performance
Roads construction: 50 kms of municipal access roads (Dyam-Dyam AR – 7 km, Gubevu to Sawutana AR- 4,6 km, Ngxalathi AR -2 km, Ncerana AR – 2,8 km, Blue Sky AR – 5 km, Ngqwarha to Manyube AR – 3 km, Macibe AR – 7,6 km, Mpahleni AR – 7,1 km, Lusuthu to Masele AR - 3,9 km and Litchi to Qolweni AR – 7 km) constructed by June 2018	Construct 50 kms of access roads (DyamDyam AR – 7 km, Gubevu to Sawutana AR – 4,6 km, Ngxalathi AR – 2 km, Ncerana AR – 2,8 km, Blue Sky AR – 5 km, Ngqwarha to Manyube AR – 3 km, Macibe AR – 7,6 km, Mpahleni AR – 7,1 km, Lusuthu to Masele AR – 3,9 km and Litchi to Qolweni AR – 7 km) by June 2018	0 km

Indicator description	Planned target	Actual Performance
Roads maintenance: 40 kms re-gravelled by June 2018	Regravel 40 km by June 2018	0 km
Revenue enhancement & management: 9 300 indigent beneficiaries subsidised with alternative energy by June 2019	Subsidise 9 300 households with alternative energy by June 2018	0
Transport facilities and operations 1 Taxi rank constructed in Ngqamakhwe by June 2018	Construct one taxi rank in Ngqamakhwe by June 2018	0
Electrification (operation and maintenance plan): Registration of project of street light installation along Ngamakwe CBD facilitated by June 2018	Facilitate registration of project on MIS for installation of street lights in Ngqamakwe CBD by June 2018	0
Indicator description	Planned target	Actual Performance
Municipal facilities: One sports field constructed (Kotana - Ward 19) by June 2018	Construct one sport field (Kotana - Ward 19) by June 2018	0
Municipal facilities: One community hall (Mahemini Sokapase) constructed by June 2018	Construct one community hall (Mahemini Sokapase) by June 2018	0
Municipal facilities: Construction of Driver's Licensing and Testing Centre facilitated by June 2018	Facilitate construction of Driver's Licensing and Testing Centre by June 2018	0

KPA 3: Local economic development

Usefulness

Measures taken to improve performance not corroborated

○ VARIOUS INDICATORS

43. I was unable to obtain sufficient appropriate audit evidence to support the measures taken to improve performance against target as reported in the annual performance report. This was due to limitations placed on the scope of my work. I was unable to confirm the reported measures taken by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported measures taken to improve performance for the indicators listed below:

Indicator description	Planned target	Actual Performance
Sustainable Rural Development: Capacity building of 4 Emerging farmers towards implementation of Agri-park projects by June 2018	Facilitate capacity building of 4 Emerging farmers towards implementation of Agri-park projects by June 2018	0
SMME SCM awareness to SMMEs/Co-operatives conducted by June 2018	Conduct SCM awareness to SMMEs/Co-operatives by June 2018	0
Programmes Management Office Two partnership agreements for Coastal development (Seagulls) and Bawa Falls co-ordinated by June 2018	Co-ordinate Two partnership agreements for Coastal development (Seagulls) and Bawa Falls by June 2018	0
SMME Establishment of the Co-operatives Development Centre co-ordinated by June 2018	Co-ordinate establishment of the Co-operatives Development Centre by June 2018	0
Sector Plans Two investment programmes (Revitalisation of Butterworth Industries and Gcuwa Dam developments) facilitated by June 2018	Facilitate two investment programmes (Revitalisation of Butterworth Industries and Gcuwa Dam developments) by June 2018	0

• OTHER MATTERS

45. I draw attention to the matters below.

○ ACHIEVEMENT OF PLANNED TARGETS

46. Refer to the annual performance report on pages ... to ... 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 39 to 47 of this report.

○ ADJUSTMENT OF MATERIAL MISSTATEMENTS

47. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of KPA2: Basic services and infrastructure development and KPA 3: Local economic development. As management subsequently corrected only some of the misstatements, I raised material findings on the usefulness and reliability of the reported performance information. Those that were not corrected are reported above.

Report on the audit of compliance with legislation

● INTRODUCTION AND SCOPE

48. 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.

49. The material findings on compliance with specific matters in key legislations are as follows:

○ ANNUAL FINANCIAL STATEMENTS AND ANNUAL REPORT

50. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of non-current assets, current assets, liabilities, revenue, expenditure disclosure items identified by the auditors in the submitted financial statements were subsequently corrected and the supporting records were provided, but the uncorrected material misstatements and supporting records that could not be provided resulted in the financial statements receiving an adverse audit opinion.

○ STRATEGIC AND PERFORMANCE MANAGEMENT

51. The performance management system and related controls were not maintained or were inadequate as they did not describe how the performance planning, monitoring, measurement, review, reporting and improvement processes should be conducted and organised and managed, as required by municipal planning and performance management regulation 7(1).

○ PROCUREMENT AND CONTRACT MANAGEMENT

52. Sufficient appropriate audit evidence could not be obtained that all contracts were awarded in accordance with the legislative requirements. Six contractors were paid more than R200 000 but no evidence could be provided of a bidding process followed or approval for deviation. A similar limitation was reported in the prior year.

53. Some of the goods and services with a transaction value of below R200 000 were procured without obtaining the required price quotations, in contravention of SCM regulation 17(a) and (c). Similar non-compliance was reported in the prior year.

54. Goods and services of a transaction value above R200 000 were procured without inviting competitive bids, as required by SCM regulation 19(a). Similar non-compliance was reported in the prior year.
55. Some of the contracts were awarded to bidders based on points given for criteria that differed from those stipulated in the original invitation for bidding, in contravention of SCM regulations 21(b) and 28(1)(a) and the Preferential Procurement Regulations. Similar non-compliance was reported in the prior year.
56. Some of the competitive bids were adjudicated by a bid adjudication committee that was not composed in accordance with SCM regulation 29(2). Similar non-compliance was reported in the prior year.
57. Measures to combat the abuse of the SCM system were not implemented as per the requirements of SCM regulation 38(1), because contracts were awarded to providers who had committed a corrupt or fraudulent act in competing for the contract.
58. The preference point system was not applied for the procurement of some goods and services above R30 000, as required by section 2(a) of the Preferential Procurement Policy Framework Act.
59. Some of the contracts were extended or modified without the approval of a properly delegated official, in contravention of SCM regulation 5. Similar non-compliance was reported in the prior year.
60. The performance of some of the contractors or providers was not monitored on a monthly basis, as required by section 116(2)(b) of the MFMA. Similar non-compliance was reported in the prior year.
61. The contract performance and monitoring measures and methods were not sufficient to ensure effective contract management, as required by section 116(2)(c) of the MFMA.
62. Awards were made to providers who were in the service of other state institutions or whose directors or principal shareholders were in the service of other state institutions, in contravention of MFMA 112(j) and SCM regulation 44. Similar awards were identified in the previous year and no effective steps were taken to prevent or combat the abuse of the SCM process, as required by SCM regulation 38(1).
63. Persons in service of the municipality whose close family members had a private or business interest in contracts awarded by the municipality failed to disclose such interest, in contravention of SCM regulation 46(2)(e) or the code of conduct for councillors issued in terms of the Municipal Systems Act (MSA) or the code of conduct for staff members issued in terms of the MSA. Similar non-compliance was reported in the prior year.
64. Persons in the service of the municipality who had a private or business interest in contracts awarded by the municipality failed to disclose such interest, in contravention of SCM regulation 46(2)(e), the code of conduct for councillors issued in terms of the MSA and the code of conduct for staff members issued in terms of the MSA. Similar non-compliance was reported in the prior year.

○ CONSEQUENCE MANAGEMENT

65. Unauthorised, irregular and fruitless and wasteful expenditure incurred by the municipality was not investigated to determine whether any person was liable for the expenditure, as required by section 32(2) of the MFMA.

○ ASSETS MANAGEMENT

66. An adequate management, accounting and information system which accounts for assets was not in place, as required by section 63(2)(a) of the MFMA.
67. An effective system of internal control for assets was not in place, as required by section 63(2)(c) of the MFMA.
68. Capital assets were disposed of that were needed to provide the minimum level of basic municipal service, in contravention of section 14(1) of the MFMA.
69. Capital assets were disposed of without the approval of the council, as required by section 14(2)(a) of the MFMA.

○ REVENUE MANAGEMENT

70. An adequate management, accounting and information system which accounts for debtors, as required by section 64(2)(e) of the MFMA, was not in place.
71. An effective system of internal control for debtors and revenue, as required by section 64(2)(f) of the MFMA, was not in place.

○ EXPENDITURE MANAGEMENT

72. Money owed by the municipality was not always paid within 30 days, as required by section 65(2)(e) of the MFMA.
73. Reasonable steps were not taken to prevent irregular expenditure, as required by section 62(1)(d) of the MFMA. The expenditure disclosed does not reflect the full extent of the irregular expenditure incurred and the full extent of the irregular expenditure could not be quantified as indicated in the basis for modified paragraph. Most of the disclosed irregular expenditure was caused by non-compliance with supply chain regulations.
74. Reasonable steps were not taken to prevent fruitless and wasteful expenditure amounting to R4,17 million, as disclosed in note 43 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. Most of the disclosed fruitless and wasteful expenditure was caused by non-compliance with the MFMA.
75. Reasonable steps were not taken to prevent unauthorised expenditure amounting to R276,39 million, as disclosed in note 42 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. Most of the unauthorised expenditure was caused by non-compliance with the MFMA.

○ LIABILITY MANAGEMENT

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

○ HUMAN RESOURCES MANAGEMENT

77. Financial interests were not disclosed by the municipal manager and his/her senior managers within 60 days from date of their appointment, as required by regulation 36(1)(a) regarding the appointment and conditions of employment of senior managers.

Other information

78. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report, which includes the directors' report, the audit committee's report. The other information does not include the financial statements, the auditor's report and those selected objectives presented in the annual performance report that have been specifically reported in this auditor's report.

79. 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.

80. 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 objectives presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

81. I did not receive other information prior to the date of this auditor's report. When I do receive and read this information and if I conclude that it contains a material misstatement, I am required to communicate the matter to those charged with governance and request that the other information be corrected. I may have to retract this auditor's report and reissue and amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

82. 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 on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the adverse opinion, the findings on the annual performance report and the findings on compliance with legislation included in this report.

- Leadership did not adequately exercise oversight of the general control environment as evidenced by repeat issues raised during the audit. Leadership's tolerance for control deviations was also evident in the application of the municipality's own SCM policy as deviations from this policy were identified. In addition, leadership did not exercise consequence management where there were deviations from internal control requirements.
- The financial disciplines relating to the daily, weekly and monthly processing and reconciliation of transactions were not embedded in the control environment at the municipality. This resulted in misstatements that were identified during the audit.

- Instability during the year under review impacted on the effectiveness of the audit committee and internal audit as planned meetings did not take place. This impacted on the control environment and contributed to the material findings reported in relation to the financial statements, annual performance report and compliance with legislation.

Other reports

83. I draw attention to the investigation being conducted by the Hawks into allegations of possible fraud and collusion between municipal employees and suppliers in the awarding of contracts. This investigation could have an impact on the matters reported in the municipality's financial statements, reported performance information, compliance with applicable legislation and other related matters. This investigation did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation. The investigation is still underway and the finalisation date not yet known.

East London



Auditing to build public confidence

Annexure – Auditor-general's responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements, and the procedures performed on reported performance information for selected objectives and on the municipality's compliance with respect to the selected subject matters.

• FINANCIAL STATEMENTS

2. In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer.
- conclude on the appropriateness of the accounting officer's use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Mquma Local Municipality's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a municipality to cease operating as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- obtain sufficient appropriate audit evidence regarding the financial information of the entity's activities or business activities within the group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion

• COMMUNICATION WITH THOSE CHARGED WITH GOVERNANCE

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also confirm to the accounting officer that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, related safeguards.

1.8. STATUTORY ANNUAL REPORT PROCESS

No.	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the following the Budget/IDP implementation period	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalise the 4th quarter Report for previous financial year	
4	Submit draft year 1 Annual Report to Internal Audit and Auditor-General	
5	Municipal entities submit draft annual reports to MM	
6	Audit/Performance committee considers draft Annual Report of municipality and entities (where relevant)	August
8	Mayor tables the unaudited Annual Report	
9	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General	
10	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
11	Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data	September – October
12	Municipalities receive and start to address the Auditor General's comments	November
13	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report	
14	Audited Annual Report is made public and representation is invited	
15	Oversight Committee assesses Annual Report	December
16	Council adopts Oversight report	
17	Oversight report is made public	
18	Oversight report is submitted to relevant provincial councils	
19	Commencement of draft Budget/ IDP finalization for next financial year. Annual Report and Oversight Reports to be used as input	January

COMMENT ON THE ANNUAL REPORT PROCESS:

Mnquma Local Municipality has adopted IDP, PMS and Budget Process Plan for 2018/2019 financial year. The three components i.e. Integrated Development Planning, Performance Management System and Budget were aligned in the process plan to ensure adherence to all legislative requirements. The process of developing 2017/2018 Annual Report has been done in line with the time frames set in the process plan. Deviations in the implementation of the process plan were reported to Council.

CHAPTER 2 – GOVERNANCE

INTRODUCTION TO GOVERNANCE

Governance within the municipality entails implementation of the following components:

- Legislative and compliance matters
- Performance Management
- Risk Management
- Audit, Legal and Public Participation

In relations to the above components, the municipality has both executive and legislative authority with the Executive Mayor chairs the Mayoral Committee and the Speaker chairs the Council meetings. The Mayoral Committee is constituted by 10 portfolios chaired as detailed in 2.1 underneath. All Portfolio heads chair the Standing Committees.

Executive Management Meetings are chaired by the Municipal Manager and Performance Reports are tabled in line with the approved Service Delivery and Budget Implementation Plan.

The municipality approved the following compliance documents:

- 2018/2019 Reviewed Integrated Development Plan
- 2018/2021 MTREF Budget
- 2018/2019 Service Delivery and Budget Implementation Plan
- Strategies, Policies and Sector Plans
- 2016/2017 Audit Action Plan to address audit queries as raised by AG
- 2018/2019 Institutional Calendar

All the reports that are tabled to the governance structures below are in line with the documents as mentioned above and frequency of meetings are in line with the approved institutional calendar

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

The key element of governance is leadership which culminates into responsibility and accountability. Mngquma municipality upholds this element by ensuring there is strong leadership both politically and administratively to ensure Council is guided towards realisation of its vision, mission and overall objectives.

The IDP for 2017/2022 identified 5 values of accountability and thus political and administrative governance functions as follows:

- Accountability,
- Transparency
- Participatory governance
- Governance education, and
- Social Responsibility

2.1 POLITICAL GOVERNANCE

INTRODUCTION TO POLITICAL GOVERNANCE

Mnquma Local Municipality is an Executive Mayoral type with all the Executive powers of the Council vested in the Executive Mayor, who is assisted by members of the Mayoral Committee. The political leadership of the municipality includes the Executive Mayor, the Council Speaker and the Council's Chief Whip.

The Council has established a Committee system in line with the provisions of Section 79 and 80 (1) of the Local Government: Municipal Structures Act 117 of 1998, as amended.

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
<u>Standing Committees</u> Corporate Services Budget & Treasury Community Services Strategic Management Local Economic Development Infrastructural Planning & Development	The purpose of the committees is to assist the executive committee or Executive Mayor in terms of Section 80 of the Municipal Structures Act (Act No 117 of 1998)
Rules Committee	The purpose of the committee is necessary for the effective and efficient performance of any of its functions or the exercise of any of its powers in terms of Section 79 of the Municipal Structures Act (Act No 117 of 1998)
Training & Equity Committee	The purpose of the committee is necessary for the effective and efficient performance of any of its functions or the exercise of any of its powers in terms of Section 79 of the Municipal Structures Act (Act No 117 of 1998)
MPAC	The purpose of the committee is necessary for the effective and efficient performance of any of its functions

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
	or the exercise of any of its powers in terms of Section 79 of the Municipal Structures Act (Act No 117 of 1998)
Local Labour Forum	The purpose of the committee is to strengthen the working relations between the employer and the employee in line with the South African Local Governance Bargaining Council (SALGBC)
OHS & EAP Committee	The purpose of the committees is to assist the executive committee or Executive Mayor in terms of Section 80 of the Municipal Structures Act (Act No 117 of 1998)
Audit Committee	The purpose of the committee is to function in line with section 166 of the Municipal Finance Management Act 56 of 2003
Risk Committee	The purpose of the committees is to assist the executive committee or Executive Mayor in terms of Section 80 of the Municipal Structures Act (Act No 117 of 1998)
IGR Forum	The purpose of the committees is to assist the executive committee or Executive Mayor in terms of Section 80 of the Municipal Structures Act (Act No 117 of 1998)
IDP, Budget & PMS Technical Steering Committee	The purpose of the committee to provide technical support towards assisting the executive committee in terms of Section 80 of the Municipal Structures Act (Act No 117 of 1998)
IDP, Budget & PMS Steering Committee	The purpose of the committees is to assist the executive committee or Executive Mayor in terms of Section 80 of the Municipal Structures Act (Act No 117 of 1998)
IDP, Budget & PMS Rep Forum	The purpose of the committees is to assist the executive committee or Executive Mayor in terms of Section 80 of the Municipal Structures Act (Act No 117 of 1998)

POLITICAL STRUCTURE (2017/2018)

EXECUTIVE MAYOR

Cllr T Bikitsha (July 2017-March 2018)

Cllr N H Skelenge (March 2018-June 2018)

SPEAKER

Cllr Z M Mnqwazi

CHIEF WHIP

Cllr Z Mkiva

MAYORAL COMMITTEE MEMBERS

Cllr M Ntshonga – Portfolio Head: Infrastructural Planning and Development

Cllr N Layiti – Portfolio Head: Community Services

Cllr N H Skelenge (July 2017-March 2018) and Cllr N Tshona (March 2018- June 2018) – Portfolio Head: Local Economic Development

Cllr T Manxila – Portfolio Head: Strategic Management

Cllr N Sheleni – Portfolio Head: Corporate Services

Cllr L Mgandela – Portfolio Head: Budget and Treasury Office

Cllr N Jiya – Portfolio Head: Communications

Cllr T P Ntanga – Portfolio Head: Water and Sanitation

Cllr N Dube – Portfolio Head: Land and Housing

Cllr C Mtsi – Portfolio Head: Special Programmes Unit

COUNCILLORS

Mnquma Municipal Council is composed of 62 Councilors of which 31 Councilors are Ward Councilors and 31 are Proportional Representatives. Appendix A of this document outlines the total number of Councilors and their political parties and Appendix B sets out various committees that the councilors serve in.

POLITICAL DECISION-TAKING

In the municipality there is TROIKA plus One, which consists of the Executive Mayor, Speaker, Chief Whip and the Municipal Manager which sits on weekly basis and before the Council meeting to discuss agenda items to be tabled to Council and pertinent institutional matters.

Council takes resolutions on all service delivery and community development matters, adopts or approves policy documents and matters that may not be delegated as stipulated in section 160(2) of the Constitution, 1996 as amended.

The municipality reports on quarterly basis on implementation of Council resolutions.

2.2 ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

The Administrative Governance of the municipality has been fully fledged during 2017/2018 financial year.

TOP ADMINISTRATIVE STRUCTURE	Function
<p>MUNICIPAL MANAGER (From July 2017 to March 2018 there were Acting appointments)</p> <p>Mr Silumko Mahlasela (From March to June 2018)</p>	<p>Responsible for:</p> <ol style="list-style-type: none"> 1. Policy development and implementation, accountable for forward planning – municipal transformation & organizational development 2. Personnel and performance management - Directs the Key Performance Indicator's and outcomes of all employees. 3. Analyse and prioritize the execution of processes to initiate, manage and control the delivery of basic services to communities (including free basic services to impoverished communities) within the municipal area 4. Overseeing Management and financial administration of the municipality 5. Responsible for sound governance and public participation
<p>DIRECTOR: Corporate Services Ms D Mrwetyana (July 2017- April 2018) Mr Sipiwo Caga (May 2018-June 2018)</p>	<p>Responsible for:</p> <ol style="list-style-type: none"> 1. Ensuring effective and efficient management of Human Resources 2. Managing labour relations function 3. Responsible for Administration services 4. Effective management of Information and Communication

TOP ADMINISTRATIVE STRUCTURE	Function
	<p>Technology</p> <ol style="list-style-type: none"> 5. Functioning of Council and its Committees 6. Advise the Municipal Manager on all HR and Committee Matters of Council including the development and implementation of policies, procedures, strategies to manage risk, performance and other effective and efficient methods of managing council business
<p>DIRECTOR: Community Services Mr Z Plata (July 2017- February 2018) Mr Makhaya Kibi (March 2018-June 2018)</p>	<p>Responsible for</p> <ol style="list-style-type: none"> 1. Overall management of the environmental services function including but not limited to waste management 2. Direct and lead management of protection services, municipal road traffic safety services as well as emergency services 3. Ensure Development, Management and Maintenance of all municipal public amenities 4. Liaison with sector departments, district and other municipalities on integrated planning and service delivery issues affecting community services
<p>DIRECTOR: Strategic Management Ms L Nonyongo (July 2017-April 2018) Mrs Sindiswa Benya (May-June 2018)</p>	<p>Responsible for</p> <ol style="list-style-type: none"> 1. Implementing the vision of the municipality and implementation and review of the 5 year integrated development plan; 2. Directs the development and management of effective municipal performance management system and effective implementation of the Service Delivery and Budget Implementation Plan; 3. Manages functioning of the Inter-governmental Relations Forum, Effective Community Participation and communication in all service delivery issues; 4. Manages and directs communication, marketing and branding of the municipality; 5. Co-ordinate the development, implementation and review of municipal policies; 6. Ensure municipal-wide research to support the development and implementation of institutional strategies; 7. Provision of effective support to the Office of the Mayor.

TOP ADMINISTRATIVE STRUCTURE	Function
<p>DIRECTOR: Infrastructural Development Mr K Clock (July 2017- March 2018) Ms Zukiswa Ntile (May-June 2018)</p>	<p>Responsible for</p> <ol style="list-style-type: none"> 1. Management of municipal roads, 2. Ensuring that the municipality conforms to building regulations 3. Electricity services of the municipality 4. Manages public works, housing and land administration 5. Manages the Municipal Infrastructure Grant (MIG) and other national and / or provincial and external funded programmes
<p>DIRECTOR: Local Economic Development and Planning Mr V Madolo (July 2017-April 2018)</p>	<p>Responsible for</p> <ol style="list-style-type: none"> 1. Investment Promotion and Marketing of Local Economic Development 2. Development, implementation and review of the Local Economic Development Strategy, policies and procedures 3. Ensure effective management and promotion of tourism 4. Responsible for strategic partnerships in order to enhance service delivery and local economic development 5. Ensure implementation of Sector Support Programmes in Agriculture, Manufacturing, Retail and Tourism/Heritage Sector 6. Ensure regular economic research is conducted on best practices
<p>Chief Financial Officer Mr Lubabalo Manjingolo (July-October 2017) Mr S Marandu (Acting Appointment – November 2017 to May 2018) Mr Mzusekho Matomane (May-June 2018)</p>	<p>Responsible for</p> <ol style="list-style-type: none"> 1. Ensure general financial management of the municipality 2. Management of assets of the municipality including the safeguarding and the maintenance of the assets 3. Management of the revenue of the municipality and expenditure management 4. Budget preparation, implementation and monitoring thereof 5. Manages the Supply Chain Management of the municipality

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.3 INTERGOVERNMENTAL RELATIONS

INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

The municipality established intergovernmental relations forum in line with the Intergovernmental Relations Framework Act No 13 of 2005 and regulations.

The municipality has worked with different organs of state to improve service delivery backlogs. Contributions were made in job creation; skills development and capacity building initiatives; participation of previously disadvantaged groups; and provision of basic services.

The municipality has strengthened co-operative governance through Intergovernmental Relations Forums; Mayoral Imbizo's; IDP/PMS and Budget Representative Forums. This is in line with a responsive, accountable, effective and efficient local government as per **Outcome 9** Approach. The municipality further participated in the following National; Provincial and District Forums:

- MuniMEC
- District Mayor's Forums
- SALGA Working Groups
- Provincial Communicators Forum and
- District Communicators Forum

2.3.1 INTERGOVERNMENTAL RELATIONS

Representation to the IGT Forum are members from provincial and national government departments; Parastatals and District municipality.

Sittings of IGR Forum meetings are guided by the Terms of reference and are scheduled to sit on quarterly basis as per the Institutional Calendar. Special IGR Meetings also sit when the need arises. Four meetings as scheduled sat in 2017/2018 financial year.

Standing IGR Agenda items includes:

- Matters arising from DIMAFO, MuniMec affecting Mquma Local Municipality;
- Matters arising from other Provincial Intergovernmental Forums affecting Mquma LM
- Matters submitted by members of the Mquma LM IGR Forum;
- Reports by Mquma LM IGR Forum members on the implementation of the Municipality's 2017/2022 IDPs; and plans to inform 2018/2019 Reviewed IDP
- Information Sharing.

2.3.2 NATIONAL INTERGOVERNMENTAL STRUCTURES

The municipality attended the SALGA Governance and Integovernmental Relations and Councillor Welfare working group meetings that were held on the 31 May and 14 June 2018 respectively.

2.3.3 PROVINCIAL INTERGOVERNMENTAL STRUCTURES

The municipality participated in the Provincial Munimec meeting that was held on the 11 May 2018.

The following benefits were derived from participating in the above mentioned structures:

- Share information and discuss of common interest as articulated in the Intergovernmental Relations Framework Act No 13 of 2005
- Ensure co-ordination, integration and alignment of programmes for improved service delivery

2.3.4 DISTRICT INTERGOVERNMENTAL STRUCTURES

The municipality participated in the District IDP/PMS and Budget Representative Forum Meetings and District Communicators Forum. The Municipality further attended the District Mayors Forum that was held on the 09 November 2017. Following were the benefits:

- Integration of plans between the municipality and the district municipality; especially in relation to Water and Sanitation Services
- Information Sharing with stakeholders
- Matters arising from Provincial MuniMEC and other National Government Structures

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.4 OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

WARD COMMITTEES

Public participation deals with:

❖ Establishment and functioning of Ward Committee System

A total of 310 Ward Committees were inducted in the financial year under review. Public Participation Strategy was reviewed and adopted by Council in 2017/2018 financial year. The strategy guides functioning of Ward Committees, reporting and interface between Ward Committee and Council.

Ward Committees are supported through a monthly stipend. Administrative support from the municipality is rendered during Ward Committee Meetings, Elections and Ward General Meetings.

Refer to Appendix E: details on ward schedules for 2017/2018

Appendix F: Ward Priorities

❖ **Mayoral Imbizos**

Community engagements are done through Mayoral Imbizos as a platform to discuss service delivery challenges as share governance information. 4 Mayoral Imbizos were held in the year under review. In an effort of taking government to the people, the Executive Mayor engaged other spheres of government and line function departments in both planning and execution of the outreach.

❖ **IDP, PMS and Budget Public Participation Meetings**

The Council adopts IDP/PMS and Budget Plan annually to guide the sitting of the IDP/PMS and Budget Public Meetings. The following table depicts the IDP/PMS and Budget Public Participation meetings that were convened in 2017/2018 financial year.

❖ **War Rooms (Operation Masiphathisane)**

The war rooms have been established in all 31 Wards of the municipality. The municipality working with CoGTA is in the process of facilitating launching of Operating Masiphathisane

Public Meetings						
Nature and purpose of meeting	Date of events	Number of Participating Municipal Councilors	Number of Participating Municipal Administrators	Number of Community members attending	Issues addressed	Dates and manner of feedback given to community
IDP, PMS and Budget Representative Forum Meetings	18 Aug 2017, 27 Nov 2017, 20 March 2018	62	8	571	Updates on implementation of projects on the IDP/PMS and Budget Process Plan. Revenue collection and budget processes	IDP, Budget Processes and Performance Reports

IDP, PMS and Budget Roadshows	16-20 th Apr-2018	All	5	1445	Draft 2018/2019 Reviewed IDP, 2018/2021 MTREF Budget and Municipal Bylaws	In May 2018 Final Reviewed IDP for 2018/2019 and 2018/2021 MTREF Budget were approved by Council. They were also Publicized in the newspaper & municipal website.
Mayoral Imbizos	26 Sep 2017 24 Oct 2017, 28 Nov 2017, 08 Dec 2017	19	11	494	Service delivery issues	Service Delivery issues & engagement between Executive Mayor & Communities

The representatives in the public meetings included organized community groups; business and religious fraternity; traditional leaders; councillors; ward committees; community development workers; and community members. The municipality strengthened the public participation programs in line with the Back to Basics Principles through the above mentioned structures.

Communication platforms such as print (local and regional newspapers) and electronic media (local community radio) were utilized to publicize the above mentioned public meetings.

COMMENT ON PUBLIC PARTICIPATION:

Public Participation has created a platform of interface between the Municipality and the Community; however, there is room for improving feedback mechanism from Council to communities on issues raised in Ward Committee meetings.

2.5 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Is the IDP and the budget aligned?	Yes
Can the PMS calculate actual Performance into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes

IDP Participation and Alignment Criteria*	Yes/No
Do the IDP KPIs align to the Section 56 Managers?	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

COMPONENT D: CORPORATE GOVERNANCE

2.6 OVERVIEW OF CORPORATE GOVERNANCE

Corporate Governance encompasses the following:

2.6.1 Audit Committee

Audit Committee is comprised of 4 members, as at year end, three meetings were held as detailed in Appendix G. In the year under review the Audit Committee noted the following reports:

- 2016/2017 Annual Report
- 2017/2018 Strategic and Operational Risk Registers
- 2016/2017 Annual Financial Statements

2.6.2 Internal Audit

In the year under review, Internal Audit Unit drafted an Internal Annual Audit Plan but was not approved by the Audit Committee, the following planned assignments were performed by Internal Audit:

- 2017/2018 First to Third Quarter Performance Review
- Leave Management
- Expenditure Management
- Revenue and Debt Management

2.6.3 Risk Management

Strategic and Operational Risk Registers were developed and reports on mitigation of identified risks were developed on Monthly, Quarterly and on Annual basis. Below are the top 5 risks that were identified with mitigation strategies and progress as at year end.

No.	Risk Description	Mitigation Strategies	Progress to Date	Challenges	Proposed Solutions
1.	Inadequate security control	1) Capacity building of municipal security personnel 2) Recruitment of personnel 3) Develop Security Policy	Security Policy has been developed	The municipality is faced with financial constraints and is not able to perform some of the proposed solution. The recruitment of staff has been put on hold.	Conduct Security risk assessment
2.	Exploitation of media platforms	1. Monitor implementation of the Mainstream and Social Media Policy 2. Enforce Code of Conduct 3. Conduct awareness's on Mainstream and Social Media Policy	Code of conduct has been enforced to employees with regards to adherence of the Mainstream and Social Media Policy		1. Monitor implementation of the Mainstream and Social Media Policy 2. Enforce Code of Conduct
3.	1. Inadequate Implementation of credit control policy	1. Implement and report on data cleansing program 2. Facilitate training on customer care and debt management 3. Implement and report on Implementation of credit control and debt management policy 4. Establish credit control committee 5. Implement ICT governance framework	ICT security management has been improved		1. Implement and report on data cleansing program 2. Facilitate training on customer care and debt management 3. Implement and report on Implementation of credit control and debt management policy 4. Establish credit control committee
4.	1. Ineffective implementation of project plans	1. Monitoring and reporting of project plans 2. Involvement of Ward Councillors in social facilitation processes	A schedule of bid committee meetings has been developed and the meetings are convened as planned	The bid committee meetings did not sit until a tender process lapse and some projects could not be started	1. Monitoring a schedule of bid committees 2. Enforce the General Conditions of Contract 3. Facilitate the appointment of the ISD officer
5	1. Inadequate implementation of SCM policy and regulations 2. Poor Contract Management	1. Implement and report on the implementation of SCM Regulations and Financial procedures. 2. Review the SCM Policy as and when new regulations become effective. 3. Conduct Annual SCM awareness campaign	1. SCM policy was reviewed 2. Annual SCM awareness campaign was conducted		1. Implement and report on the implementation of SCM Regulations and Financial procedures. 2. Review the SCM Policy 3. Conduct Annual SCM awareness

2.6.4 Fraud and Corruption

Anti Fraud and Corruption policy was reviewed and adopted by Council. Strategic Fraud Risks were identified and actions to mitigate and manage risks were developed in the year under review.

2.6.5 Supply Chain Management

The Supply Chain Management Policy was reviewed and adopted in 2017/2018 financial year. In line with the Treasury Regulation and the SCM policy, the bid committees (Bid Specification, Bid Evaluation and Bid Adjudication) have been established. SCM reports (Awarded bids, deviations and irregular expenditure reports) are submitted to Council and its committees. Report on financial disclosures by Councillors and Officials is attached in Appendix J.

2.6.6 Municipal Public Accounts Committee

The MPAC is composed of 13 members in terms of proportional representation. Ten (10) MPAC meetings were held in the year under review. The following reports were considered by the Municipal Public Accounts Committee:

- 2016/2017 Annual Report
- Implementation of 2016/2017 Audit Action Plan

2.6.7 Policy Environment

The municipality reviewed eighty two (82) Policies which were workshopped to all stakeholders and approved by Council. Four (4) By-laws were reviewed, publicized to all stakeholders and approved by Council in the year under review. The table below depicts the list of by-laws reviewed and public participation processes followed:

By law	Public Participation processes	Gazetting	Enforcement
Municipal Parks by-law	16-20 April 2018 in all the Municipal Wards	Not yet gazetted	Through internal personnel (Peace Officers)
Keeping of Poultry by-law			
Child care facilities by-law			
By-law on control of animals	08-25 June 2018 through the regional newspaper.		

2.6.8 Reporting and Compliance

The municipality’s reporting is guided by an approved PMS framework which outlines frequency and the standard of reporting.

2.7 WEBSITES

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	
Draft Budget (2017/2018)		2 May 2017
2 nd Adjustment Budget (2017/2018)		20 Feb 2018
2016/2017 Audited Financial Statement		10 January 2018
Draft Budget (2018/2021)		07 May 2018
Final Budget (2018/2021)		06 June 2018
Tariff structure (2017/2018)	N/A	
Tariff structure (2017/2018)	Yes	6 June 2018
All current budget-related policies: Property rates Supply Chain Management	Yes	07 June 2018
The previous annual report (Year 2015/2016)		05 September 2016
2015/2016 Oversight report	Yes	15 December 2016
The annual report (2016/2017) published/to be published		4 September 2017
	Yes	10 January 2018
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 2017/2018) and resulting scorecards	Yes	31 July 2017 13 February 2018
All service delivery agreements (Year 2017/2018 - Reviewed and Year 2018/2019)		26 January 2018
	Yes	25 June 2018
All long-term borrowing contracts (2017/2018) : Long Term Contracts - Quarter 3 of 2017/2018	Yes	07 June 2018
All supply chain management contracts above a prescribed value	No	
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during 2016/2017	No	
Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No	
Public-private partnership agreements referred to in section 120 made 2016/2017	No	
All quarterly reports tabled in the council in terms of section 52 (d) during Year 2017/2018: Borrowing Monitoring - Quarter 1 of 2017/2018 Investment Monitoring - Quarter 1 of 2017/2018 MFMA Monitoring & Implementation Checklist - Quarter 1 of 2017/2018 Municipal Entity - Quarter 1 of 2017/2018 Quarterly Report to Council - Quarter 1 of 2017/2018 Withdrawal Report - Quarter 1 of 2017/2018 Borrowing Monitoring - Quarter 3 of 2017/2018 Implementation Priorities – Quarter 3 of 2017/2018 Investment Monitoring - Quarter 3 of 2017/2018 Municipal Entities - Quarter 3 of 2017/2018 Withdrawal Report - Quarter 3 of 2017/2018		22 November 2017 7 June 2018
By-Laws	No	
2018/2019 IDP/PMS & Budget Process Plan	Yes	4 September 2017

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
2018/2019 Final IDP		27 June 2018
Municipal Notices : Notice for withdrawal of Tender – Sign Boards Invitation for inputs on review of Child Care Facilities By-law, Keeping of Poultry Bylaw, Municipal Parks Bylaw Notice for extension of period of tenders Supplementary Evaluation Notice General Evaluation Notice Notice on review of Animal Control Bylaw	Yes	04 July 2017 20 February 2018 28 May 2018 26 June 2018 26 June 2018 27 June 2018

2.8 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

PUBLIC SATISFCATION LEVELS

In the year under review, Council adopted Customer Care Policy to regulate Public Satisfaction levels.

Customer Care Tools

- Presidential Hotline

Presidential Hotline was dysfunctional since September 2017 due to non-training of staff to operate it.

- Customer Care Complaints

Customer Complaints were received and registered in the Customer Care Office and the complaints related to

- Road Maintenance,
- Electricity and Street lights,
- Potholes,
- Job opportunities,
- Municipal Flats renovations,
- Community Halls,
- Water and sanitation,
- RDP houses,
- Bridge
- Storm water drainage,
- Waste Management Services

The Customer Care enquiries that were registered were channeled to the relevant directorates

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

INTRODUCTION

Two directorates perform functions within the basic service delivery key performance area i.e. Community Services, Infrastructural Development. The key performance areas within Infrastructural Development are as follows:

- Roads Construction and Maintenance
- Electricity and electrification,
- Human settlements,
- Transport Facilities and
- Building regulations.

Community services perform the following functions:

- Solid Waste and Environmental Management
- Public Safety
- Traffic Services
- Public Amenities

The summary of the IDP objectives for 5 years is as follows:

- To construct 300 km of municipal access roads in line with the three year capital plan for improved accessibility of road infrastructure by June 2022
- To maintain 3000 km of municipal access roads in line with the Roads Maintenance Plan for improved accessibility of road infrastructure by June 2022
- To provide Grid electrification through connection of 1000 households by June 2022
- To facilitate expansion of Agricultural potential through implementation of programmes and initiatives for sustainable rural development by June 2022
- To implement three solid waste management programmes in all CBD's and urban residential areas in order to promote health and well-being of communities by June 2022
- To subsidize indigent households in line with indigent policy by June 2022
- To promote participation of community members in government affairs by June 2022

Eskom and the municipality addressed the Electrical Historic backlog through electrification of 72689 out of 74169 thus 98.1% has been achieved.

In the year under review 46 % of the total planned kilometres of roads have been constructed and 571.96 kilometres of roads maintained. Department of Public Works has also maintained 145.3 km of proclaimed roads

COMPONENT A: BASIC SERVICES

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

INTRODUCTION TO BASIC SERVICES

In 2017/2018 Financial year, the municipality used internal and external mechanisms to provide services to the local community.

Electricity was provided through external and internal mechanism utilising Eskom funding and electrification grant from the Department of Energy.

Provision of housing units is the responsibility of the Department of Human Settlements, however, the municipality has a critical role in providing land for housing, social facilitation and beneficiary administration in terms of Act No. 108 of 1996 Section 26 (1) (2) of the Constitution of the Republic of South Africa and in terms Housing Act No. 107 of 1997 Part 4 which relates to functions of Municipalities

Water and sanitation is the responsibility of Amathole District Municipality

During the financial year 2017/2018, internal and external mechanisms have been utilised for the provision of waste management services. Three local Waste Management Co-operatives rendered services for cleaning and collection of refuse.

The municipality through Equitable Share provided free basic services to indigent households for collection of refuse.

3.1. WATER PROVISION

INTRODUCTION TO WATER AND WASTE WATER (SANITATION) PROVISION

Mnquma Local Municipality is neither a Water Services Authority nor a Water Services Provider. The table below depicts status of each project planned by the District in 2017/2018 financial year utilizing MIG/MWIG funding:

WATER SUPPLY & SANITATION 2017/2018 FINANCIAL YEAR TARGETS- MNQUMA LM		
Project Name	2017/2018 budget	Progress
Crouch's Bush Water Supply	R 3,165,666.48	Contractor on site, commissioning the project (Ward 29 & 30 Villages).
Ibika-Centane Regional Water Supply	R 1,275,348.69	Phase 3 Contract 2 was cancelled in 2017. It covers Ward 25 (Manyontolweni, Nkonkwane, Qolweni & Mhlahlane) for of Mnquma which is now Ward 11 of Mbhashe LM.
Gcuwa West Water Supply	R 20,749,775.66	Phase 1 and 2 Contracts on site, project still under construction in Ward 7 & 8 Villages, Phase 1 contracts were completed on March 2018 & Phase 2 will be complete on September 2018.
Nxaxo & Cebe Water Supply	R 2,094,962.18	Phase 1 Contract 1 was terminated in 2016/17 FY, another Contractor has been appointed to complete this contract. This Contract will cover Ward 26 & 27 Villages (Mcothama / Esibhaxeni / Mbuwana / Ngqokweni / Malonye / Gaxa/Mandlutsha, Nxaxo / Eluqolo / Godidi, Zingcuka / Klemeni / Gwelani / Bhakaneni).
Ngqamakhwe RWS Phase 1-4	R 4,941,938.45	Phase 1 Contract currently working at Ngqwanguleni Village. Phase 2 Contract recently been appointed and will cover (Mtabeni, California, Sokapasi, kwaMpundu – Ward 13; Qebeyi, Nqakeni, kwaZazela, eNqileni, Mgobozweni, Nofikile, Magodla, eGxakhulu) – Ward 14). Site handover was done in May 2018.
Centane Phase 4 Water Supply	R 32,295.06	Village reticulation of (Kantolo, Machelesini, Ngede, Pandera & Nxokwana) – Ward 30. Project under design but have challenge with the water source availability.
Bawa Falls Water Supply	R 0	Village reticulation of (Magogogo, kwaMtinstilana / koMkhulu, kwaNcityane, eJojweni, eManxiweni, Farm / Zangwa, Lalini / Bawa, Bokhwe, kuNqambeli, Mqambile) - Ward 10. Project under design but have challenge with the water source availability.
Cafutweni Water Supply	R 0	Village reticulation of (Lower Qhorha, Qhorha, Gqukiseni & Mambala) – Ward 22. Project under design but have challenge with the water source availability.
Ngqamakhwe Ward 17 & 19 Sanitation	R 539,861.10	Completed Ward 17 & 19 and assessing additional toilets required in other areas in Mnquma.
Mnquma Area Wide Sanitation Region 3A	R 12,152,868.82	Sanitation completed in Ward 16 and currently busy in Ward 18 and Ward 20. After that has been

WATER SUPPLY & SANITATION 2017/2018 FINANCIAL YEAR TARGETS- MNQUMA LM		
Project Name	2017/2018 budget	Progress
		completed, 30 household will be done at Mchubakazi in Ward 6.
Zizamele Sewer Reticulation Phase 2	R 0	The project is being delayed due to the drought situation. Pour Flush Toilet system is being proposed at the moment and awaiting for the appointment of the Supplier.
RHIG – Ward 11 & 14 Sanitation	R 0	Construction to resume in September for 300 VIP's in Ward 11 & 100 VIP's in Ward 14 of Mnquma LM.
Toleni RWS	R 1,497,428.70	To undertaking feasibility study covering areas currently and previously supplied by the scheme in ward 9, 10, 11, 12 and 14.
Ngqamakhwe Phase 5 WS – Butterworth Emergency Pipeline	R 13,891,981.88	To fast-track the Butterworth Emergency Water Supply which is meant to supplement Xilinx Dam with Raw water from Tsomo River. Tenders have closed and the construction budget was approved by National Treasury. Waiting for the appointment of a Contractor by DWS National.
Water Loss Reduction Programme: Butterworth	R 126,587.53	This project was at Bid Adjudication Stage at the year end.
Khotana WTW	R 0	Construction commenced in April, two pumps have been refurbished and returned. More pumps have been taken for refurbishment.
Ngqamakhwe RWS Phase 3	R 0	Phase 3 Contract 2 to reticulation eZiflathini & Ntibanane villages in Ward 18 of Mnquma LM – tender closed on the 02 February 2018 and busy with adjudication, Contractor started in May 2018.
Butterworth WWTW	R 254,086.00	Project at contractor procurement stage. Tender closed and appointment was done in May 2018.
Package Plant and Refurbishment of boreholes in Ngculu	R 1,231,572.23	Construction has commenced, fencing and plinth for the packaged plant complete. Package plant delivered to site but still not connected to electricity. Still awaiting upgrade by Eskom.
Drought Interventions - Equipping of Boreholes in Teko Fihla and installation of water hydrants -	R3 529 725.49	Construction at Teko Fihla commenced on the 1st November 2017. Progress is at 60%. Completion by end May 2018. Sighting, drilling and testing of boreholes around Mnquma is ongoing. 44 boreholes currently drilled. Appointment of civil PSP for equipping of the boreholes is at Bid Evaluation stage.

3.2 ELECTRICITY

INTRODUCTION TO ELECTRICITY

Eskom and the municipality addressed the Electrical Historic backlog through electrification of 72689 out of 74169 thus 98.1% has been achieved

NO. OF HOUSEHOLDS ELECTRIFIED IN 2017/2018

In 2017/2018 financial year Eskom electrified 3355 households and the Municipality electrified 256 households utilizing an amount of R5 million from the Department of Energy. At year end the 256 households have not yet been energised

Electricity services delivery strategy and main role-players

The function of maintaining the Electrical Infrastructure is performed by Eskom with its own funding, with the exception of the Public Street Lighting, high mast lights and traffic lights.

Mnquma Local Municipality is responsible for the provision and maintenance of the Street lights, High Mast Lights and traffic lights in the urban centres of the three Municipal Towns, i.e. Butterworth, Ngqamakhwe and Centane using municipality's own funding.

Mnquma Local Municipality plays a facilitation role in the rural grid electrification in the rural areas by approving the priority list which Eskom uses to electrify the villages. There are constant quarterly cluster meetings where Eskom presents the progress reports on the implementation of the Rural Electrification.

Major Challenges and Remedial Actions

The electrical infrastructure for street lighting, high mast lights and traffic signals requires constant maintenance and refurbishment. Internal mechanisms are used for the maintenance of the electrical infrastructure.

3.3 WASTE MANAGEMENT (THIS SECTION TO INCLUDE: REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANING AND RECYCLING)

INTRODUCTION TO WASTE MANAGEMENT

The provision of solid waste management function is the competence of local municipality. The municipality developed and adopted an Integrated Waste Management Plan. Waste Management by-law adopted by Council in 2014/2015 financial year and awaiting gazetting.

Refuse collection

This service is generally provided to the three urban and peri –urban areas including informal settlements, namely Butterworth, Centane and Ngqamakhwe. To manage waste, the municipality provides the following waste management services.

- Street Cleaning Programme with special focus on maintenance of general cleanliness.

The Municipality engaged three community based solid waste co-operatives to assist with cleaning in Butterworth, the following areas are covered Msobomvu Township, Msobomvu Flats, Cuba Flats, Yako, Couloured-Zithulele, Mcubakazi, Extention 14, Zizamele, Reservoir Hill, Extension 7, Cuba, Vuli Valley, Ext 15, Ext. 24, Sikiiti, Eugene and New Rest.

- **Waste Collection and transportation**

The municipality utilises 3 medium trucks, 2 compactor trucks, 1 tipper truck and 1 skip loader truck and 1 LDV truck to collect and transport waste to the Eastern Regional Waste site.

- **Dumping and disposal**

Waste disposal is a shared service between Amathole District Municipality and Mquma Local Municipality and the former bears a legal license. Waste disposal is done at Eastern regional Waste Site which is managed and maintained by the Amathole District Municipality.

- **Recycling Services**

Recycling is done at the Regional Waste site by a service provider contracted by the Amathole district Municipality. There are two more Private Recyclers that carry out recycling in Butterworth CBD.

Challenges and remedial actions

The following challenges have been identified in the year under review:

- Illegal dumping
- Unavailability of Waste Transfer Stations
- Refuse vehicle breakdowns

Illegal Dumping removal

The Municipality introduced a programme that turned dumping sites into small landscaped and beautified spot where plants and floweres are planted and out door benches installed. Four hot spots were identified and cleared as follows:

- Two in Msobomvu township
- Coloured Township and
- Extension Six

The municipality embarked on three (3) environmental education and awareness campaigns on Arbor Day, Climate change and World environmental day. The Municipality has acquired land for the construction of waste transfer station in Centane.

3.4 INTRODUCTION TO HOUSING

Mnquma Municipality is implementing the adopted 2013/2018 Housing Sector Plan with projects for the short term and medium term plans.

Provision of housing units is the responsibility of the Department of Human Settlements, however, the municipality has a critical role in providing land for housing, social facilitation and beneficiary administration in terms of Act No. 108 of 1996 Section 26 (1) (2) of the Constitution of the Republic of South Africa and in terms Housing Act No. 107 of 1997 Part 4 which relates to functions of Municipalities

The Housing needs register was updated and the update for the period under review was 16253, realising an increase of 3256 from the previous financial year.

3.5 FREE BASIC SERVICES AND INDIGENT SUPPORT

INTRODUCTION TO FREE BASIC SERVICES AND INDIGENT SUPPORT

In the year under review, the municipality has reviewed the Indigent Policy and Indigent Register is reviewed on annual basis. The Equitable Share has been utilized during the year under review to subsidize indigent beneficiaries. Eskom provides 50KW free electricity.

In terms of the policy a household whose monthly income is less than two state grants qualify to be an indigent.

During the financial year 6956 household benefited for Free Basic Electricity. A total of R3 500 000.00 was spent towards subsidizing indigent households with free basic electricity.

The indigent policy further provides exit strategy from being indigent to an economic viable households; however there is still a challenge in realizing implementation of Exit Strategy; hence the increase of indigent households on annual basis.

COMPONENT B: ROAD TRANSPORT AND STORM WATER DRAINAGE

This component includes: roads; transport; and stormwater drainage.

3.6 ROADS AND STORMWATER DRAINAGE

INTRODUCTION TO ROADS

The Roads Services within Mquma Local Municipality jurisdiction is provided by three service authorities as follows:

- SANRAL responsible for National Roads; N2
 - o The National Road (N2) cuts across Butterworth Town and that causes congestion in the CBD.
 - o SANRAL conducted a feasibility study for construction of the alternative N2 by-pass
- Department of Roads and Public Works is responsible for Proclaimed Roads totalling to = 1157 km (paved and unpaved)
- Mquma Local Municipality responsible for Access Roads

The municipality has developed a Local Integrated Transport Plan (ITP) in 2014/2015 financial year as a guiding document for planning and implementation of roads and transport priorities. In the year under review the municipality planned to construct the taxi rank in Ngqamakwe and Butterworth Drivers Licence Testing Centre but as at year end, the projects were at tender stage.

Roads Construction

The municipality utilizes Municipal Infrastructure Grant for construction of Access Roads. The Project Management Unit within the Infrastructural Development Directorate has a core responsibility of implementing capital projects and expenditure of Municipal Infrastructure Grant.

Appointments of Contractors for the construction of Access Roads were done in the year under review.

The following table depicts the progress on the construction of access roads:

Project Name	Project Status	% project status
Blue Sky Access Road	Construction	80%
Gubevu to Sawutana Access Road	Construction	68.21%
Mpahleni Access Road	Construction	61%
Ngqwara to Manyube Access Road	Practical complete	90%
Ngxalathi Access Road	Construction	75%

Project Name	Project Status	% project status
Macibe Access Road	Construction	38%
Dyam-Dyam Access Road	Tender	0%
Lusuthu to Masele	Tender	0%
Ncerana Access Road	Tender	0%
Litchi to Qolweni	Design	0%

The following projects were carried over from 2016/2017 financial year

Project Name	Project Status	% project status
Centane street surfacing	Contract terminated with the Contractor. The project now is on Tender for Construction.	60%
Ngqamakwe Street Surfacing	Contract terminated with the Contractor. The project now is on Tender for Construction.	0%
Mazizini to Mthawelanga	Construction	71%

Road Maintenance

The municipality has developed a Roads Maintenance Plan and a Policy for Stormwater Maintenance. A total of 571.96 kilometres have been maintained in the year under review.

Gravel Road Infrastructure				Kilometers
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Gravel roads graded/maintained
Year 2016/2017	1 822	64	0	577.2
Year 2017/2018	1 822	0	0	571.96

COMMENT ON THE PERFORMANCE OF ROADS

Road construction and maintenance has since been a key priority within the municipality. The municipality did not achieve the set target on road construction due to delays in the Supply Chain Management processes.

The municipality has achieved the overall set target toward road maintenance, however, there were challenges with regravelling due to breakage of yellow plant.

3.7 TRANSPORT

INTRODUCTION TO TRANSPORT

The Municipality does not own Public Transport like buses or any other mode of public transport. However the municipality is in the process of developing the Public transport Policy to regulate Public Transport System. There are existing Municipal By-Laws that regulate Public transport system. As part of enforcing Municipal By-Laws, a vehicle pound been constructed and the institution has beefed up personnel in the Traffic Services and as result, a zero tolerance approach has been adopted against offenders. Consequently there has been an improvement for the public safety and motoring in general.

COMPONENT C: PLANNING AND DEVELOPMENT

This component includes: planning and local economic development.

INTRODUCTION TO PLANNING AND DEVELOPMENT

This section deals with land use management which is regulated by Spatial Development Framework and SPLUM by-law.

Economic Development covers agriculture, tourism, mining, forestry, and SMME Development and is regulated by Local Economic Development Strategy.

3.8 PLANNING DIVISION

In 2017/2018 financial year, the municipality has achieved the following:

- Renewal of approval for two township establishment applications on Erven 9947 to 9981 and Erven 1033 to 1034 were processed.
- All Land use Applications relating to subdivision, special consent, departures and rezoning pockets of land received were processed.

Challenges and remedial actions

CHALLENGE	REMEDIAL ACTION
Unresolved commonage land claims in Ngqamakhwe and Centane	Engagement with the Regional Land Claims Commission of the Department of Rural Development and Land Reform
Invasion of municipal commonage land abutting communal (rural) land	Draft proposal to address invaded property for Council approval

Applications for Land Use Development						
Detail	Formalisation of Townships		Rezoning		Built Environment	
	Year 2016/2017	Year 2017/2018	Year 2016/2017	Year 2017/2018	Year 2016/2017	Year 2017/2018
Planning application received	3	2	4	4	4	3
Determination made in year of receipt	2	2	3	4	2	3
Determination made in following year	0	0	0	0	0	0
Applications withdrawn	0	0	0	0	0	0
Applications outstanding at year end	1	0	1	0	2	0

Capital expenditure refer to Appendix M.

COMMENT ON THE PERFORMANCE OF PHYSICAL PLANNING OVERALL:

The Municipality also adopted and implemented Land Use Management By-Law with institutional arrangements necessary for implementation.

3.9 LOCAL ECONOMIC DEVELOPMENT

INTRODUCTION TO ECONOMIC DEVELOPMENT

The municipality adopted a Local Economic Development Strategy and the strategy identifies the following key economic drivers:

- Agriculture
- Tourism
- Mining
- Forestry

In 2017/2018 the municipality has created 1358 job opportunities under the following programmes:

PROGRAMME	NO. OF JOBS CREATED
Expanded Public Works	156
Community Works Programme	1068
Solid Waste Co-operatives	78
Working for the Coast Project	39
Road Rangers	17

3.9.1 Agriculture support programme

The role of the municipality is to be a strategic intervener by fostering partnership between intended beneficiaries and potential funders. It is also to facilitate support during implementation of projects.

3.9.2 Agri-Park

As part of the Presidential Intervention Programmes, Mquma Municipality was identified as a hub for the implementation of Amathole District AgriPark Programme in partnership with Department of Rural Development and Agrarian Reform as an implementer. To effect the programme, Coordinated projects from this committee that form part of the overall AgriPark Programme include identification of Farmer Support Production Units (FSPU) by Mquma, Renovation of Dip Tank in Chafutweni for R35000 which has already started. The construction of abattoir has already started. There is 2800 ha of Maize in Centane that has already been harvested for the purpose of the implementation of the Agri-Park. The site has been identified for the feedlot. Local Economic Development (SRD division) has identified Ntseshe Wool Growers Association towards the implementation of Agri-Park.

3.9.3 SMME and Cooperative Development

In the year under review, the municipality capacitated 32 SMME's/Co-operatives in the following programmes:

Training and Registration Provided	Number of SMME Co-operatives supported
Training on Co-operative Governance	9
Capacity building on Sewing	1
Capacity building on marketing	17
Registration of Business	5
TOTAL	32

3.9.4 Tourism and Heritage Development

Tourism and Heritage is guided by the LED Strategy that was adopted in 2015/2016 financial year. Four tourism awareness campaigns were held in the year under review to market Mquma as preferred tourism destination.

Tourism Destinations and Products

The municipality committed to support coastal development initiatives (Seagulls and Cebe Campsites) as tourism destinations, thus a Social Facilitation Plan was developed to achieve the following:

- To Mobilise communities around the two coastal developments for their support and participation in the projects
- To champion the establishment of community based institutions to support development programmes
- To empower community members to actively participate and take ownership of their development.
- To create enabling environment for effective implementation of development initiatives or projects at local level
- To facilitate networking, partnership establishment in order to maximise the impact of the programme
- To engage the affected communities in a social dialogue that will ensure everybody's participation.

As part of implementation of the Social Facilitation Plan, engagement sessions with Coastal Communities were held during the year.

COMPONENT D: SOCIAL & COMMUNITY SERVICES

This component includes: community facilities and social programmes.

Community services are provided to three units, namely Butterworth, Centane and Ngqamakhwe. The Department of Sport Recreation, Arts and Culture renders the Library Services.

3.10 COMMUNITY FACILITIES

3.10.1 Public Amenities

In the year under review, Council approved the reviewed Public Amenities Maintenance and Management Plan to serve as a guide in the maintenance and management of the Public Amenities.

The community facilities are composed of 12 Community Halls; 5 Community Parks; 5 Sports fields; 2 Gardens, 5 Cemeteries, 4 Public Toilets and 1 Swimming Pool. In the year under review, the municipality planned to construct a community hall at Mahemini (Ward 13) and Sport field at Kotana (Ward 19) but at year end, the projects were at tender stage and 52 % respectively. The Swimming pool is under construction by the Department of Sport Recreation, Arts and Culture and at year end the project was at 98%.

SERVICE STATISTICS FOR PUBLIC AMENITIES

NAME OF FACILITY	NO	STATUS
Parks	5	Maintained
Sport fields	5	Maintained
Community halls	12	Maintained

NAME OF FACILITY	NO	STATUS
Swimming Pool	1	Under construction
Cemeteries	5	2 reached capacity but maintained on regular basis 3 operational and maintained regularly
Public Toilets	3	Maintained
Gardens	2	Maintained
TOTAL	33	

Capital projects: refer to appendix M

3.11 CEMETORIES

The municipality developed a by-law regulating functioning of cemeteries. The Municipality has five official Cemeteries; three in Butterworth, one in Ngqamakwe and one in Centane. Two of these Cemeteries in Butterworth are full to capacity and are not usable but are maintained on regular basis.

COMMENT ON THE PERFORMANCE OF CEMETERIES & CREMATORIA OVERALL:

There were no Capital projects in this financial year for cemeteries. The Cemeteries were maintained according to Public Amenities Management and Maintenance Plan and procedure manual.

3.12 SPECIAL PROGRAMMES

The municipality's Special Programs Unit is responsible for co-ordination and support of the following:

- o Youth;
- o Women
- o Disabled;
- o HIV and Aids;
- o Elderly and
- o Children

In the year under review, Council adopted the following reviewed policies and strategy to serve as a guide for Special Programmes Unit:

- Special Programs Unit Strategy
- Children's Policy
- Women's Policy
- HIV/AIDS Policy
- Disability Policy
- Elders Policy
- Youth Sector Plan

The following programmes were implemented for designated groups in the financial year under reviews:

- Support of Masiphathisane Nyuza Women's Co-operative - August 2017
- Capacity building programme for Women Co-operatives - May 2018
- Back to School Programme for 120 Disadvantaged learners - February 2018
- Two Capacity building programme for Youth in partnership with NYDA
 - Job readiness - April 2018
 - Co-operative governance for Youth Co-operatives - May 2018
- Youth Month Event - June 2018
- HIV/AIDS awareness Campaigns - November 2017
- Elderly event in partnership with DEDEAT - October 2017
- Disability awareness event - November 2017
- Introduction to Basic Computer Training programme was conducted for three (3) physical challenged youth on March 2018 to March 2019

COMMENTS ON SPECIAL PROGRAMMES PERFORMANCE

The municipality partnered with sector departments; non-governmental organisations; to implement programs targeted to the previously disadvantaged groups.

COMPONENT E: ENVIRONMENTAL MANAGEMENT

This component includes: pollution control; biodiversity; and coastal protection.

3.13 INTRODUCTION TO ENVIRONMENTAL MANAGEMENT

The municipality adopted an Integrated Environmental Management Plan in 2012/2013 financial year. Climate Change Adaptation Framework was developed and adopted in 2014/2015 financial year. Programmes implemented within the Environmental Management are in line with the above strategic plans.

Environmental Management Programmes:

- **Environmental Awareness Campaigns**

In the year under review two (2) education awareness campaigns were held with an intention to promote importance of environmental protection and conservation. The target groups were school pupils, community members, community based organisations and Non-governmental organisations.

- **Environmental Programmes**

In 2017/2018 financial year, the following environmental programme was implemented:

- World Environmental Day

- **Coastal Maintenance**

Coastal maintenance programmes which include coast cleaning, sand dunes rehabilitation, installation of signage, maintenance of existing structures and construction of ablution facilities were implemented in the financial year under review.

3.14 POLLUTION CONTROL

In the year under review, Pollution Control was done as a shared service between Amathole District Municipality and Mquma Local Municipality.

Pollution Control involves the following:

- Land Pollution Control

In the year under review pollution control was done through abatement of illegal dumpings and nuisances

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

BIO-DIVERSITY AND LANDSCAPE

The diverse biodiversity of Mquma municipality offers a number of opportunities and ecosystems services including the following:

- Grasslands provide opportunities for livestock farming (grazing fodder)
- Forests – Provide opportunities for commercial and communal forestry
- Forests also provide opportunities for Carbon sequestration.
- Thicket and forests provide harvestable resources for agriculture (food and fodder), herbs for traditional medicine and cultural value.
- Tourism, Ecotourism and Education – forests and grasslands represent an important amenity for tourists and ecotourism, nature-based activities and education. E.g. Hiking Trails, Forest reserves and research centres etc.

This function is mainly carried out by Provincial Department of Environmental Affairs in terms of protection and environmental law enforcement.

COMPONENT F: HEALTH

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

INTRODUCTION TO HEALTH

Within the municipal area there two hospitals, one Health Centre and forty three clinics. There are also a number of centres identified for mobile clinics. All health programmes are rendered in the above mentioned facilities.

3.16 AMBULANCE SERVICES

INTRODUCTION TO AMBULANCE SERVICES

The Municipality does not render ambulance services. The Ambulance services are rendered by the Provincial Department of Health. In Mquma area of jurisdiction the Ambulances services are stationed in Butterworth Hospital.

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

INTRODUCTION TO HEALTH INSPECTIONS; FOOD AND ABATTOIR LICENCING AND INSPECTIONS, ETC

Mquma Local Municipality adopted Trading By-Law and Liquor trading hours By-Law. The By-Laws regulate licensing and operations of retail shops, informal traders and liquor outlets. Enforcement of the by-laws was undertaken in the year under review.

Health inspection services is a shared function between the District Municipality and Mquma Local Municipality. Health inspections are carried out on regular basis by the Amathole District Municipality.

Abbattior is under construction.

COMPONENT G: PUBLIC SAFETY

This component includes:

3.18 TRAFFIC MANAGEMENT

Traffic Management service is a shared function between the Department of Transport and the Municipality. The Department of Transport (Registering Authority Unit) rendered the following services:

- Registration and Licensing of Motor Vehicles
- Examination of Learners Licence, PRDP's and Renewals of Driving Licences

A total amount of R4 878 365 was collected in the year under review from the following services:

- Traffic fines
- Examination of Learners Licence, PRDP's and Renewals of Driving Licences
- Registration and Licensing of Motor Vehicles

The following services have been rendered by the municipality in the year under review:

- Traffic Awareness and Education = 4 conducted
- Traffic Operations = 110 conducted
- Issuing of Learners Licenses = 1194 issued
- Renewal of Driver's Licenses = 1869 renewed
- Issuing of Professional Driving Permit = 1023

- **Licensing and control of animals**

Enforcement of by-law relating to keeping of animals was done in the year under review.

- **Control of public nuisances**

Enforcement of by-law relating to nuisance was done in the year under review.

INTRODUCTION TO SECURITY & SAFETY

3.19 SECURITY SERVICES

Programmes implemented in the year under review were regulated by Security Procedure Manual. The following programmes were therefore implemented:

- Regulation of access control in all municipal premises which included:
 - Visitors Control
 - Vehicle Control
 - Routine Patrol
- Mngquma Local Municipality has a Community Safety Forum which is composed of relevant departments, Disaster Management Forum at district level and the Security Cluster which is championed by South African Police Services.

COMPONENT H: SPORT AND RECREATION

The details of this component are covered under Community Facilities in Component D

INTRODUCTION TO SPORT AND RECREATION

The Municipality has five Parks, five Sportsfields, twelve Community Halls, one Swimming Pool which is still under construction by the Department of Sport Recreation Arts and Culture. Public Amenities Division is responsible for the management and maintenance of the facilities mentioned above.

3.20 SPORT ACTIVITIES

In the year under review, no sport activities were supported due to financial constraints

COMPONENT I: CORPORATE POLICY, OFFICES AND OTHER SERVICES

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

INTRODUCTION TO CORPORATE POLICY OFFICES, Etc

3.21 EXECUTIVE AND COUNCIL

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

INTRODUCTION TO EXECUTIVE AND COUNCIL

Mnquma Local Municipality is a category B Municipality with an executive mayoral type and ward participatory system. There is a full-time Executive Mayor with the powers outlined in the Local Government: Municipal Structures Act, 2000 as amended and those delegated by Council from time to time in accordance with Section 59 of the Local Government Municipal Systems Act No 32 of 2000. Deployment in the political offices led to the office of the Executive Mayor being occupied by two incumbents in the year under review.

Composition of Executive Political Office Bearers

Initials and Surname	Position	Status (Full time / Part time)
T Bikitsha (July 2017 to Mrch 2018)	Executive Mayor	Full time
N H Skelenge (March to June 2018)	Executive Mayor	Full Time
M Z Mnqwazi	Council Speaker	Full Time
Z Mkhiva	Chief Whip	Full Time
Z Siyo	MPAC Chairperson	Full Time

EXECUTIVE MAYOR'S OFFICE

The Executive Mayor performs the functions as outlined in Section 56 of the Local Government Municipal Structures Act No 117 of 1998 which includes but not limited to the following:

- Identify the needs of the community
- Review and evaluate those needs in order of priority
- Recommend to the municipal council strategies, programmes and serves to address priority needs through the integrated development plan
- Recommend or determine the best way including partnership and approaches to deliver those strategies, programmes and services to the benefit of the community

Specific programmes implemented during the year under review include:

- Mayoral Imbizos
- IDP, PMS and Budget Roadshows
- IDP/PMS and Budget Representative Forum

- Presiding in the Inter-governmental Relations Forum
- Presiding in all Mayoral Committee Meetings
- Submission of reports to Council

The office of the Speaker

Over and above the functions enshrined in the Municipal Structures Act, the Speaker is also responsible for the following:

- Public Participation
- Councillors Welfare
- Participation of Traditional Leaders in Council.

The office of the Chief Whip

This office is responsible for managing participation of all political parties in Council.

Meetings of Troika plus one were held in the financial year under review to discuss and process matters relating to political management of the institution.

The office of the Municipal Public Accounts Committee

The Municipal Public Accounts Committee is responsible to perform the following functions; but not limited to:

- To assess effectiveness, efficiency, service quality and municipal productivity and reports on SDBIP;
- To oversee regular in- year financial and performance reports
- To oversee annual reporting and public accountability

During the financial year under review the Municipal Public Accounts Committee performed the following:

- Consideration of the 2016/2017 Annual Report
- Verification of projects implemented
- Conduct public meetings to present 2016/2017 Annual Report

Council and Employees details: Refer to Appendix A and Chapter 4

3.22 FINANCIAL SERVICES

INTRODUCTION TO FINANCIAL SERVICES

Budget and Treasury Directorate within the municipality performs financial services. The following are the key performance areas for budget and treasury:

- Revenue Management;
- Budget Planning and Financial Reporting
- Supply Chain Management;
- Expenditure and Payroll Management; and
- Assets, Logistics and Fleet Management;

- **Revenue Management**

During the year under review, the following policies and strategy were developed, reviewed and adopted by Council:

- Property rates policy
- Indigent policy
- 2018/2019 Tariff Structure

During the year under review; the municipality has realized a total revenue of R13 966 000 from rates, refuse and rentals

CHALLENGES AND REMEDIAL ACTION

The municipality has not realised 100% collection of own revenue due to the following:

- Non-payment of 110 million debt owed by the following:
 - Government Departments R4.3 million
 - Businesses R23.9 million
 - Households R81.3 million
 - Farms R138 000
- Consistent attack of Billing System by virus

Debt Recovery					
					R' 000
Details of the types of account raised and recovered	Year:2016/2017		Year: 2017/2018		
	Actual for accounts billed in year	Proportion of accounts value billed that were collected in the year %	Billed in Year	Actual for accounts billed in year	Proportion of accounts value billed that were collected %
Property Rates	18 842 130	53%	19 769 043	12 148 079	61%
Refuse	4 436 470	24%	4 887 463	1 274 570	26%
Other	2 459 832	29%	2 363 812	543 836	23%

Remedial Actions

- Establish the Credit Control Steering Committee
- Data cleansing

Budget Planning and Financial Reporting

In line with the legislative mandate 2018/2021 Medium Term Revenue Expenditure Framework was adopted by Council with Budget related policies.

Section 52(d) and section 72 reports were submitted to all committees of Council and adopted by Council. The reports were further submitted to Provincial Treasury and National Treasury on quarterly basis.

• Supply Chain Management

During the year under review, Council reviewed and adopted the Supply Chain Management Policy.

The municipality has established and trained members of the following bid committees:

- Bid Specification Committee
- Bid Evaluation Committee
- Bid Adjudication Committee

In line with SCM procedure manual, procurement plans by all directorates were developed and adherence was monitored.

Expenditure and Payroll Management

The unit is responsible for:

- salaries and wages;
- contributions for pensions and medical aid;
- travel, motor car, accommodation, subsistence and other allowances;
- housing benefits and allowances;
- overtime payments;
- any other type of benefit or allowance related to staff; and
- payment of creditors.

In the year under review expenditure reports were submitted to all committees of council and Council for adoption.

Assets, Logistics and Fleet Management

Council adopted the reviewed Asset Management and Fleet Management Policies in 2017/2018 and 2015/2016 financial years respectively. Assets and Logistics procedures were also implemented in the year under review.

3.23 HUMAN RESOURCE SERVICES

INTRODUCTION TO HUMAN RESOURCE SERVICES

Human Resources is the Division within Corporate Services Directorate responsible for:

- Organisational Design, Recruitment and Selection

This function deals with analysis and identification of functions to be executed by employees (JDs) and Development and maintenance of the Organogram. The section drafts an Organisational Structure for adoption by Council and Recruitment, Selection and Appointment processes follow.

- Labour Relations Function

The section is responsible to:

- Promote sound labour relations in the work place.

- Supports communication structures with the employee component (LLF)
- Implement and monitor collective agreements
- Maintain Code of conduct

- **Training and Development**

Responsible for:

- Development and implementation of Workplace Skills Plan
- Career Pathing

In the year under review the municipality could not implement the annual training plan due to financial constraints.

- **Individual Performance Management**

Responsible for:

- Cascading of PMS to the levels below Section 56 Managers

- **Occupational Health and Safety**

Responsible for:

- Identify hazards in the workplace
- Eliminate identified hazards
- Ensure provision of protection clothing where hazards are not eliminated
- Establishment of OHS Committee
- Facilitate appointment of Safety Representatives
- Liaise with Dept. of Labour for Compensation and reporting on injuries on duty

- **Employee Wellness**

- Promote healthy living and life style,
- Emotional healing and Referrals

- **Employment Equity**

- Implement affirmative action measures
- To redress past imbalances
- Elimination of unfair discrimination in the workplace

3.24 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The municipality's Information and Communication Technology Division deals with the following functions:

Provision of ICT support through:

- Monitoring and maintenance of network health
- Acquisition of Hardware and Software
- Information Backup
- Disaster Recovery (server rooms)
- Protection of information loss (anti-virus and server room)
- Monitoring and support functioning of other municipal systems

In the year under review the municipality reviewed and adopted ICT policies including ICT Governance Framework. The ICT Governance Framework regulates ICT governance processes and ICT management processes which includes but not limited to the following:

- ICT Risk governance
- ICT performance measurements
- ICT value delivery
- Operations and support.

The functions above were performed in the financial year under review.

3.25 LEGAL SERVICES

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

INTRODUCTION TO LEGAL SERVICES:

Legal Services Unit is responsible for the following:

- Preparation of legal briefs to attorneys
- Advise the municipality on litigations
- Prepare legal opinions
- Provide quality assurance and legal compliance on policies and by-laws

In the year under review the municipality was involved in a total number of 104 litigations including others flowing from other previous financial years as follows:

Reported cases	: Fifty two (52)
Dismissed and Settled Cases	: Twenty six (26)
Pending cases	: Twenty three (23)
Actions and application	: Three (3)

COMPONENT J: MISCELLANEOUS

This component includes: the provision of Airports, Abattoirs, and Forestry as municipal enterprises.

The municipality does not have any Airports and Abattoirs. Forestry is covered under Local Economic Development.

COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD

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

- **Performance regulatory framework and tools**
 - Council adopted reviewed Performance Management Framework in the year under review.
 - In the year under review the Municipality developed the Strategic Scorecard and Service Delivery and Budget Implementation Plan for 2018/2019 financial year.

- **Performance monitoring and reporting**
 - Performance is monitored through implementation of the Service Delivery and Budget Implementation Plan which is an annual operational plan for all Directorates.
 - The Section 54A and 56 Managers signed Performance Agreements and were submitted to the Department of Local Government and Traditional Affairs and were also posted in the Municipality's website.
 - The second layer in the organisational hierarchy signed performance accountability agreements and the last layer entered into performance promises.
 - Performance is reported on monthly basis in order to detect early warning signals for under performance.
 - Quarterly institutional performance is monitored, analysed and audited.

Below is the performance of the municipality against the Service Delivery and Budget Implementation Plan of 2017/2018 financial year.

CHAPTER 4 – ORGANISATIONAL PERFORMANCE SCORECARD (2017/2018 ANNUAL PERFORMANCE REPORT)

INFRASTRUCTURAL DEVELOPMENT

INFRASTRUCTURAL DEVELOPMENT 2017/2018 ANNUAL PERFORMANCE REPORT														
Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement Source	Budget Amount	Funding Source	Annual Target	Achieved /Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
BASIC SERVICE DELIVERY AND INFRASTRUCTURAL DEVELOPMENT-55%														
Roads Construction	To construct 300 km of municipal access roads in line with the three year capital plan for improved accessibility of road infrastructure by June 2022.	Review three year capital plan	Three year capital plan for 2016/2019	50 kms of municipal access roads (AR) (Dyam-Dyam AR-7km, Gubevu to Sawutana AR-4.6km, Ngxalathi AR-2km, Ncerana AR-2.8km, Blue Sky AR-5km, Ngqwarha to Manyube AR-3km, Macibe AR-7.6km, Mpahleni AR-7.1 km, Lusuthu to Masele AR-3.9km and Litchi to Qolweni AR-7km) constructed by June 2018	Annual and Quarterly reports	35 562 141	MIG	Construct 50 kms of access roads (Dyam-Dyam AR-7km, Gubevu to Sawutana AR-4.6km, Ngxalathi AR-2km, Ncerana AR-2.8km, Blue Sky AR-5km, Ngqwarha to Manyube AR-3km, Macibe AR-7.6km, Mpahleni AR-7.1 km, Lusuthu to Masele AR-3.9km and Litchi to Qolweni AR-7km) by June 2018	Not achieved	0 km	The contractors for the following projects have been appointed. Site has been established for construction of the projects. Dyam-Dyam - 0 % Gubevu to Sawutana –68.21% Ngxalathi -75% Ncerana – 0% Blue Sky -80% Ngqwarha to Manyube-90 % Macibe AR-38% Mpahleni -61% Lusuthu to Masele-0% Litchi to Qolweni-0%	1. Tender validity period expired for 3 projects i.e. (Dyam-Dyam AR, Lusuthu to Masele AR, and Ncerana. 2.Delays on appointment of contractors due to other institutional commitments	Facilitate the appointment of the contractor in the second quarter of 2018/2019 financial year	1. Appointment letter for contractor 2. Appointment letter for consultant 3. Approval letter by CoGTA 4. Progress report
		Construction of municipal access roads		3.1 km of surfaced roads (Centane and Ngqamakhwe Street Surfacing) and 3.9 km of gravel roads (Mazizini to Mthawelanga Access Road) completed by June 2018	Annual and Quarterly reports	3 610 780	MIG	Facilitate completion of 3.1km of surfaced roads (Centane and Ngqamakhwe street surfacing) and 3.9 km of gravel roads (Mazizini to Mthawelanga) by June 2018	Not achieved	0 km	Surfacing and gravell roads was not completed due to poor performance and the contract has been terminated. Centane Street Surfacing – 60% Ngqamakhwe street surfacing-0% Mazizini to Mthawelanga 71%	The project could not be completed due to the poor performance of the contractor	Both projects were re-advertised in May 2018. The appointment of the contractor will be done on the first quarter of 2018/2019 financial year.	1. Appointment letters 2. Termination letters 3. Progress report for Centane street surfacing)
				Business Plans for 2018/2019 MIG funding developed by June 2018	Annual and Quarterly reports			Develop business plans for 2018/2019 for MIG MIS by June 2018	Achieved	11	2018/19 FY projects were all captured and approved on MIG MIS by March 2018	N/A	N/A	2018/2019 MIG Business Plans

INFRASTRUCTURAL DEVELOPMENT 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement Source	Budget Amount	Funding Source	Annual Target	Achieved /Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
Roads Maintenance	To maintain 3000 km of municipal access roads in line with the road maintenance plan for improved accessibility of road infrastructure by June 2022.	Assessment of the condition of access roads.	50 kms re-gravelled in 2016/2017 financial year	40 kms Re-gravelled by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Regravel 40km by June 2018	Not Achieved	0 km	No access roads were regravelled in the year under review.	The municipality experienced machinery breakdowns of tipper trucks and delays in repairing them due to financial constraints of the municipality.	Facilitate payments of service providers for repairs of plant machinery in the second quarter of 2018/2019 financial year.	Assessment forms
		Review roads maintenance plan	250 kms bladed in 2016/2017 financial year	400 Kms bladed by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Blade 400 km by June 2018	Achieved	571.69 km	The target was over achieved by 171.69 kilometers due to the assistance regravelling team.	N/A	N/A	1. Assessment forms 2. Maintenance reports
		Re- gravel, blade, unblocking of culverts and pothole patching.	220 storm water crossings maintained in 2016/2017 financial year	300 storm water crossings maintained by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Maintain 300 storm water crossings by June 2018	Achieved	536	The target was over achieved as 536 storm water crossings were maintained	N/A	N/A	1. Assessment forms 2 Maintenance reports
		Procurement of earth moving machinery	1500 square meters of potholes patched in 2016/2017 financial year	1800 square meters of potholes patched by June 2018	Annual and Quarterly reports	500 000	Equitable Share	Patch 1800 square meters potholes by June 2018	Achieved	2657.92 sm	With the availability of asphalt and additional work force from EPWP resulted to over achievement by 857.92 sm	N/A	N/A	1. Assessment forms 2. Maintenance reports
Transport Facilities and operations	To implement programmes for formalisation of public transport facilities inline with the Local Integrated Transport Plan by June 2022	Construct taxi rank in Ngqamakhwe	LITP approved in 2015/2016 financial year	1 Taxi rank Constructed in Ngqamakhwe by June 2018	Annual and Quarterly reports	5 884 172	MIG	Construct 1 taxi rank in Ngqamakhwe by June 2018	Not Achieved	0	Specification was developed and advert was issued in the year under review. Tender validity period expired in January 2018. Project was re-advertised on 16 May 2018.	There were delays on appointment of contractors due to other institutional commitment	Facilitate appointment of the contractor in the first quarter of 2018/2019 financial year	1. Approval letter by CoGTA 2. Advert
Electrification (Grid Electrification)	To provide grid electrification through connection of 1000 households by June 2022	Draw electrification plan in partnership with ESKOM	49130 households electrified as at June 2016	200 households connected by June 2018	Annual and Quarterly reports	5 000 000	INEP	Connect 200 households by June 2018	Not Achieved	0	Poles has been installed and wiring was done for 256 households	At year end, meter boxes were not yet installed in 256 households	Meter boxes will be installed in the first quarter of 2018/2019	Report on 256 households connected
		Develop business plan						2018/2019 INEP application for funding submitted by June 2018	Annual and Quarterly reports	Submit application for 2018/2019 INEP funding by June 2018	Achieved	1	Business Plan was compiled, submitted and approved by DoE in March 2018	N/A

INFRASTRUCTURAL DEVELOPMENT 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement Source	Budget Amount	Funding Source	Annual Target	Achieved /Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted		
Electrification (Operation and maintenance plan)	To refurbish and maintain street, high masts and traffic lights in three towns for public lighting and community safety by June 2022	Inspection of existing street, high masts and traffic lights	Approved Electrical Operations and Maintenance plan	Electrical Operations and Maintenance plan reviewed and implemented by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Review and implement operation and maintenance plan by June 2018	Achieved	1 Electrical Operations and maintenance plan was reviewed	Electrical Operations and maintenance plan was approved	N/A	N/A	Progress report on implementation of electrical operations and maintenance plan		
		Refurbishment of delapidated electrical infrastructure		Registration of project of Street lights installation along Ngqamakwe CBD facilitated by June 2018					Equitable Share	Facilitate registration of project on MIS for Installation of street lights along Ngqamakwe CBD by June 2018	Not Achieved	0	The project was captured in the MIS system	The project was not approved for registration by CoGTA as it was not part of 2018/19FY implementation plan.	Project will be considered in the review of the 3 year capital plan.	Business Plan
		Replacement of equipment		Street lights, high mast and traffic lights assessed and maintained in three municipal towns by June 2018				850 000	Equitable Share	Assess and maintain street, high mast and traffic lights in three municipal towns by June 2018	Achieved	Street lights, high mast and traffic lights assessed and maintained in three municipal towns	Routine maintenance of street lights, high mast lights and traffic lights is ongoing.	N/A	N/A	Assessment forms and maintenance reports
		Review Electrical Operations and maintenance plan														
Human Settlements	To implement housing sector plan for community accessibility by June 2022	Implement housing allocation policy	Housing Sector plan adopted in 2014/2015 financial year	Housing Beneficiaries for the prioritized housing projects administered by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Administer Housing Beneficiaries of the Prioritized housing projects by June 2018	Achieved	Housing Beneficiaries for the prioritized housing projects administered	Collected data of housing needs of MLM beneficiaries have been captured to Housing Subsidy System.	N/A	N/A	Report on the implementation of housing allocation policy		
			Housing allocation policy adopted in 2016/2017 financial year													
Municipal Facilities	To provide public amenities for recreation and community usability through construction of 5 Sport fields, 5 Community Halls, Drivers Licencing and Testing Centre and Animal Pound by June 2022	Prepare planning documents for the construction of sport fields and community halls.	1 Sport field and 1 community hall constructed in 2016/2017 financial year	One sports field constructed (Kotana- Ward 19) by June 2018	Annual and Quarterly reports	6 868 757	MIG	Construct one sport field (Kotana- Ward 19) by June 2018	Not Achieved	0	Tender advertised two times and the contractor was appointed in February 2018.	Delays on the appointment of contractor led to non completion of the target in the year under review.	Monitor the project to ensure completion in the first quarter of 2018/2019 financial year	1. Progress report 2. Approval letter by Gogta		
		Construction of sport fields and community halls.		One community hall (Mahemini Sokapase) constructed by June 2018	Annual and Quarterly reports	4 383 418	MIG	Construct one community hall (Mahemini) by June 2018	Not Achieved	0	Project was not included in the 2017/18 FY implementation plan. Business plan was submitted in March to the DAC for approval of project funds	Due to non inclusion of the project in the implementation plan there were delays on approval by Cogta thus the project could not be implemented in the year under review.	Facilitate appointment of contractor in the second quarter of 2018/2019 financial year	1. Progress report 2. Approval letter by Gogta		

INFRASTRUCTURAL DEVELOPMENT 2017/2018 ANNUAL PERFORMANCE REPORT														
Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement Source	Budget Amount	Funding Source	Annual Target	Achieved /Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
		Completion of Drivers Licencing and Testing Centre, Animal pound and Ngqamakhwe Offices		Construction of Drivers Licencing and Testing Centre facilitated by June 2018	Annual and Quarterly reports	2 000 000	MIG	Facilitate construction of Drivers Licencing and Testing Centre by June 2018	Not Achieved	0	The Previous contract for DLTC was terminated in March 2018 as a result of poor performance by the contractor	There was contractual delays in termination of contract and the project could not be implemented in the year under review	Facilitate appointment of the contractor in the first quarter of 2018/2019 financial year.	(1) Termination letter (2) Advert (3) Approval letter form CoGTA
				Completion of phase 2 of the Animal Pound facilitated by June 2018	Annual and Quarterly reports	406 000	Equitable Share	Facilitate completion of Phase 2 of Animal Pound by June 2018	Not Achieved	0	Phase 1 of the Animal Pound was done in 2016/2017 financial year.	The municipality experienced the financial constraints thus the project could not be completed	Target to be considered in the mid-term Budget adjustment for 18/19 financial year	Progress report
				Completion of Ngqamakhwe Offices facilitated by June 2018	Annual and Quarterly reports	100 000	Equitable Share	Facilitate completion of Ngqamakhwe offices by June 2018	Not Achieved	0	Designs for the project were developed and approved by the municipality in 2016/2017 financial year	The municipality experienced the financial constraints thus the project could not be completed	Target to be considered in the mid-term budget adjustment for 2018/2019 financial year	Progress report
Maintenance of Municipal Buildings	To maintain municipal buildings in compliance with Health and Safety Act by June 2022	Quarterly assessment of the condition of municipal Buildings. Maintenance of Municipal Buildings	Maintanance reports for 22 Municipal buildings maintained in 2016/2017 financial year	22 Municipal Buildings maintained by June 2018	Annual and Quarterly reports	231 000	Equitable Share	Maintain 22 Municipal buildings by June 2018	Not Achieved	0	Minor Maintanance was done for municipal buildings upon requests by Directorates.	The municipality experienced financial constraints therefore no materials were purchased to proceed with the maintainance.	The target is planned for 18/19 financial year and the budget has been allocated.	Assessment forms for 22 municipal buildings
LOCAL ECONOMIC DEVELOPMENT-10%														
Transport Facilities and operations	To implement programmes for formalisation of public transport facilities inline with the Local Integrated Transport Plan by June 2022	Construct taxi rank in Ngqamakhwe	LITP approved in 2015/2016 financial year	Implementation of LITP through reporting in the Transport Forum coordinated by June 2018	Annual and Quarterly reports	-		Co-ordinate implementation of Local Integrated Transport Plan through reporting in the Transport forum by June 2018	Not Achieved	LITP not implemented	The transport forum was co-ordinated by Community Services Directorate.	There were no reports from Infrastructural Planning and Development Directorate that were tabled in the Transport Forum.	The target will be removed from the SDBIP in 2018/2019 financial year.	(1) Agenda, attendance register and minutes of Transport Forum
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT-10%														
Municipal Administration (Council Support)	To provide administrative support for effective and efficient performance of council and its committees by June 2022	Develop Institutional Calendar on annual basis and ensure its implementation. Develop and monitor Resolution Register	Institutional Calendar Standing Rules of Order of Council	Implementation of resolutions of Council and its committees co-ordinated by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate implementation of resolutions of Council and its committees by June 2018	Not Achieved	Resolutions of Council not implemented	Council committees were held as planned	There were delays with the implementation of the Council resolutions due to financial constraints	Council resolutions will be implemented in the 2018/2019 financial year	(1) Report on implementation of council resolutions for Infrastructural Planning and Development

INFRASTRUCTURAL DEVELOPMENT 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement Source	Budget Amount	Funding Source	Annual Target	Achieved /Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT-10%														
Supply Chain Management	To review and implement SCM policy in line with the regulatory framework by June 2022	Review SCM policy and procedures Co-ordinate development of municipal procurement plan, monitor implementation and report thereof	Procurement plan developed and implemented in 2016/2017 financial year	Procurement plan developed and implemented by June 2018 and report thereof	Annually and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate development, monitor implementation of Procurement plan and report thereof by June 2018	Achieved	Procurement Plan implemented	Procurement plan is being implemented within the available budget	N/A	N/A	Annual report on implementation of the Procurement Plan
GOOD GOVERNANCE AND PUBLIC PARTICIPATION -15%														
Strategic Planning- IDP	To Co-ordinate annual review of 2017/2022 Integrated Development Plan and development of 2022/2027 Integrated Development Plan to guide municipal planning by June 2022	Develop IDP, PMS and Budget Process Plan annually Co-ordinate implementation of the IDP, PMS and Budget Process Plan	2017/2022 Integrated Development Plan developed in 2016/2017 financial year.	2018/2019 Integrated Development reviewed by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate review of 2018/2019 Integrated Development Plan by June 2018	Achieved	2018/2019 IDP review co-ordinated	Contributed to the development of the IDP through engagements with Strategic Management Directorate.	N/A	N/A	Council Resolution on approval of 2018/2019 IDP
Performance Management (Individual)	To Co-ordinate annual review of 2017/2022 Integrated Development Plan and development of 2022/2027 Integrated Development Plan to guide municipal planning by June 2022	Develop and review divisional scorecards and monitor implementation	2016/2017 Divisional Scorecards	2017/2018 Divisional scorecards developed and implementation monitored by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	2017/2018 Divisional scorecards developed and implementation monitored by June 2018	Not Achieved	2017/2018 Divisional Scorecards developed but not implemented	Divisional Score Cards were developed. Directorate Meetings were held in the period under review to monitor Performance	Directorate meetings could not sit due to other commitments of the institution	Performance of the directorate will be monitored during the first quarter of the financial year	1. 2017/2018 Reviewed Divisional Scorecards 2. Agenda, attendance register and minutes for Directorate meetings 3. Schedule for submission of AA's and PP's
Governance System, internal controls and Auditing	To co-ordinate risk assessment and advise on strategies to minimise risk impact by June 2022	Review Risk Management Strategy, risk management committee charter Develop and implement the risk management implementation plan	Risk management strategy, risk management policy approved in 2015/2016 financial year	2017/2018 Strategic and Operational Risk Registers developed by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Develop 2017/2018 strategic and operational risk registers by June 2018	Not Achieved	2017/2018 Strategic and Operational Risk registers were developed but not implemented	2017/2018 Strategic and Operational Risk registers were developed.	Not all the actions to mitigate the identified risks were implemented	Strategic and Operational Risk Registers will be reviewed in the first quarter of 2018/2019 financial year	Annual report on implementation of Strategic and Operational risk registers

INFRASTRUCTURAL DEVELOPMENT 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement Source	Budget Amount	Funding Source	Annual Target	Achieved /Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
Governance System, internal controls and Auditing	To advise and provide objective assurance on internal control systems for clean administration by June 2022	Review Audit Committee Charter, Internal Audit Charter and methodology Develop and implement internal audit plan	Audit Committee Charter, Internal Audit Charter, methodology and internal audit plan approved in 2016/2017 financial year	Internal audit plan developed and implemented by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Develop and implement internal audit plan by June 2018	Not Achieved	2015/2016 Audit Action Plan was implemented and 2016/2017 Audit Action Plan was developed but not implemented	2015/2016 Audit Action Plan was implemented and 2016/2017 Audit Action Plan was developed.	2016/2017 Audit Action Plan could not be implemented due to delays in tabling to Council.	2016/2017 Audit Action Plan will be implemented in the first quarter of 2018/2019 financial year	Progress Report on 2015/2016 and 2016/2017 Audit Action Plans

COMMUNITY SERVICES

COMMUNITY SERVICES 2017/2018 ANNUAL PERFORMANCE REPORT														
Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement Source	Budget Amount	Funding Source	Annual target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
BASIC SERVICE DELIVERY AND INFRASTRUCTURAL DEVELOPMENT-55%														
Traffic Services	To enforce traffic regulations so as to reduce lawlessness and road traffic accidents by June 2022	Conduct Traffic Operations	100 traffic operations conducted in 2016/2017 financial year	110 Traffic Operations conducted by June 2018	Annual and Quarterly reports	50 000	Equitable Share	Conduct 110 traffic operations by June 2018	Achieved	110	110 traffic operation were conducted, 20 by quarter ending September 2017, 35 by quarter ending December 2017, 35 by quarter ending March 2018 and 20 by Quarter ending June 2018	None	None	1 Operational Plans 2 Operations Report 3 Attendance Registers
		Conduct public awareness campaigns	4 public awareness campaigns conducted in 2016/2017 financial year	4 public awareness campaigns on transport regulations conducted by June 2018	Annual and Quarterly reports	50 000	Equitable Share	Conduct 4 public traffic awareness campaigns by June 2018	Achieved	4	4 public awareness campaigns on transport safety were done as follows: 1. on 19 October 2017 at Ndabakazi Junction along N2 2. on 14 December 2017 at AB350 depot 3. on 29 March 2018 at Salvage along N2 4. on 22 June 2018 at Salvage along N2	None	None	1. Implementation Plans 2. Attendance registers 3. Report on Public awareness
		Enforce 9 Municipal Bylaws	9 municipal bylaws enforced in 2016/2017 financial year	8 Bylaws Implemented by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Enforce 8 municipal bylaws by June 2018 (Street trading, street patrol, Nuisance, illegal dumping, public transport control, public indecency, noise pollution control, trading and refuse collection control By-laws).	Achieved	8	Law Enforcement programmes were co-ordinated and enforced in CBD's of Butterworth, Centane and Ngqamakwe through enforcement of Hawkers permit, street patrols, control illegal dumping, regulate public transport, control public indecency occurrences and checking trading licenses on formal business	None	None	1 Copy of Occurrence book 2 Law Enforcement Report

COMMUNITY SERVICES 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement Source	Budget Amount	Funding Source	Annual target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
Security and Protection Services	To provide security systems for safeguarding and control of 12 office properties by June 2022	Implement security procedure manual	Security procedure manual	Protection services provided in 6 municipal properties by June 2018	Annual and Quarterly reports	1 400 000	Equitable Share	Provide protection services in 6 municipal properties by June 2018	Achieved	Protection Services were provided in six municipal properties.	Protection Services were provided in six municipal properties (Traffic, Main Base, Customer Care, New Building, Top Stores and Community Services). Access Control was done through visitors and vehicle access control were done during the course of the year.	None	None	1. Access Control Register 2. Copy of occurrence Book
				Security patrols provided in 4 municipal properties by June 2019				Annual and Quarterly reports	Equitable Share	Provide security patrols in 4 municipal properties by June 2018	Not achieved	Patrol services were conducted in Centance, Ngqamakwe. LED and PMU Municipal Offices though there was barglary occurrence in Centane	Due shortage of Security Personnel, patrol services were not carried out efficiently and effectively to safe guard municipal properties	Straight night shift will be placed in Centane and Ngqamakwe and one Security Officer in each unit will be deployed for day shifts in 2018/2019 financial year.
Solid Waste Management	To implement three (3) solid waste management programmes in all CBDs and urban residential areas in order to promote health and well being of communities by June 2022	Implement solid waste management programs (Street Cleaning, Waste collection and Waste disposal)	Three Solid Waste Management Programs implemented in 2016/2017 Financial Year.	Three Solid Waste Management programs (Street Cleaning, Waste collection and Waste disposal) implemented by June 2018	Annual and Quarterly reports	100 000	Equitable Share	Implement three Solid Waste Management programs (Street Cleaning, Waste collection and Waste disposal) by June 2018	Achieved	3	Street Cleaning, Waste collection and Waste disposal were carried out in CBDs, urban residential areas, 10 rural wards through CWP and along the coast from Qolora to Mazeppa through the Working for the Coast Project	None	None	1. Street Cleaning Report 2. Waste Collection Report 3. Waste disposal report
Environmental Management	To protect the environment through implementation of two (2) environmental	Review Integrated Environmental Management Plan	IEMP approved in 2013/2014 financial year	2 Environmental Management Programmes implemented by June 2018	Annual and Quarterly reports	200 000	Equitable Share	Implement Environmental Management programs (Coastal Management	Achieved	2	1. Working for the Coast project has maintained the coastal line from Qolora to Mazeppa through litter	None	None	(1) Agenda, attendance register and report on Environmental education awareness

COMMUNITY SERVICES 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement Source	Budget Amount	Funding Source	Annual target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
	management programme by June 2022	Implement Environmental Management programs (Coastal Management program, Environmental Education and Awareness)	Environmental management programmes implemented in 2016/2017 financial year					program, Environmental Education and Awareness) by June 2018			picking, maintenance of ablution facilities and cleaning and maintenance of lappas. 2. Environmental education and awareness on Arbor Day in September 2017, Climate change was done in Ncapai JSS in March 2018 and World Environmental Day in June 2018			conducted (2) Environmental pollution control report (3) Coastal management report
Public Amenities	To refurbish and maintain 41 Public Amenities for community usability by June 2022	Review public amenities management and maintenance plan Implement public amenities management plan	Aproved Public amenities management and maintenance plan 33 Public amenities maintained in 2016/2017 financial year	35 public amenities maintained and managed in line with the Public amenities Maintenance and Management Plan by June 2018	Annual and Quarterly reports	1 341 000	Equitable Share	Maintain and manage 35 Public Amenities in line with the Public Amenities Maintenance and Management Plan by June 2018	Achieved	35	Eleven (11) Community Halls, Five (5) Sport fields, Six (6) municipal parks, Two (2) Public leisure Gardens, Five (5) Cemeteries, Three (3) Public Toilet facilities and three (3) Nursery were maintained and managed through cleaning, grass cutting, litter picking, fixing of ablution facilities and bookings management	None	None	(1) Maintenance and management report of 35 Public Amenities (2) Orders for service providers appointed for maintenance of public amenities

LOCAL ECONOMIC DEVELOPMENT - 10%

COMMUNITY SERVICES 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement Source	Budget Amount	Funding Source	Annual target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
Solid Waste (Co-operatives)	To implement three (3) solid waste management programmes in all CBDs and urban residential areas in order to promote health and well being of communities by June 2022	Implement solid waste management programs (Street Cleaning, Waste collection and Waste disposal)	3 solid waste management programmes implemented in 2016/2017 financial year	Three solid waste Cooperatives engaged in solid waste services monitored by June 2018	Annual and Quarterly reports	1 592 640	Equitable Share	Monitor functioning of three solid waste co-operatives by June 2018	Achieved	3	The Solid Waste services coverage done by Co-operatives included Litter picking in streets, Litter picking in open spaces and parks, Assist in waste loading and Maintenance of general cleanliness at community leisure parks. Co-operatives engaged are Sonke C-op which covered Extensions 24, 15, & 14, Vulvalley, Mcubakazi, Cuba, Cuba Flats, 282 housing and Zizamele; Ningasideli Co-op which covered Reservoir Hill, Coloured, New Rest, Msobomvu, Extensions 7 & 9, Zitulele, Zitulele Industrial area and surroundings settlements, route to Msobomvu, Eugene, Siyanda, Skiti and Msobomvu Flats; Nomzamowethu Co-op which covered Ibika Township and all surrounding informal settlements.	None	None	Report on Functioning of Co-operatives
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT-10%														
Municipal Administration (Council Support)	To provide administrative support for effective and efficient performance of council and its committees by June 2022	Develop Institutional Calendar on annual basis and ensure its implementation. Develop and monitor Resolution Register	Institutional Calendar Standing Rules of Order of Council	Implementation of resolutions of Council and its committees co-ordinated by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate implementation of resolutions of Council and its committees by June 2018	Achieved	Council and its committee resolutions implemented	Community Services Policies were adopted by Council and are on a daily basis implemented	None	None	Report on implementation of council resolutions for Community Services

COMMUNITY SERVICES 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement Source	Budget Amount	Funding Source	Annual target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT- 10%														
Revenue Enhancement & Management	To increase institution's revenue base by R5m through implementation of revenue enhancement strategy by June 2022	Contribute to the municipality's revenue through implementation of traffic services	3.5 m collected in 2016/2017 financial year	4.5m collected through law enforcement and agency services by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Collect 4.5m through law enforcement and agency services by June 2018	Achieved	R4 878 365	An amount of R4 878 365 has been generated through Traffic fines R302 160 Examinations R924477.00 and Agency function R365 1728	None	None	1. Traffic Fine Register 2. Examination Transaction Report 3. Registering Authority Daily Statistics
Supply Chain Management	To review and implement SCM policy in line with the regulatory framework by June 2022	Review SCM policy and procedures Co-ordinate development of municipal procurement plan, monitor implementation and report thereof	Procurement plan developed and implemented in 2016/2017 financial year	Procurement plan developed and implemented by June 2018 and report thereof	Annually and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate development, monitor implementation of Procurement plan and report thereof by June 2018	Achieved	Procurement plan developed and implemented	Procurement plan was implemented within available budget.	None	None	(1) Procurement Plan (2) Report on monitoring of the Procurement Plan
GOOD GOVERNANCE AND PUBLIC PARTICIPATION- 15%														
Strategic Planning- IDP	To Co-ordinate annual review of 2017/2022 Integrated Development Plan and development of 2022/2027 Integrated Development Plan to guide municipal planning by June 2022	Develop IDP, PMS and Budget Process Plan annually Co-ordinate implementation of the IDP, PMS and Budget Process Plan	2017/2022 Integrated Development Plan developed in 2016/2017 financial year.	2018/2019 Integrated Development reviewed by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate review of 2018/2019 Integrated Development Plan by June 2018	Achieved	2018/2019 Integrated Development reviewed	Contributed to the development of the IDP through engagements with Strategic Management Directorate.	None	None	Council Resolution on approval of 2018/2019 IDP
Performance Management (Individual)	To establish and implement PMS procedures through monitoring, review towards an increased accountability and performance improvement by June 2022	Develop and review divisional scorecards and monitor implementation	2016/2017 Divisional Scorecards	2017/2018 Divisional scorecards developed and implementation monitored by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Develop 2017/2018 Divisional scorecards and monitor implementation by June 2018	Not Achieved	2017/2018 Divisional scorecards developed but not implemented	Divisional scorecards were developed and implemented during the course of the year however the performance of the directorate could not be monitored as planned due to other commitments of the institution	Directorate meetings could not sit due to other commitments of the institution	Performance of the directorate will be monitored during the first quarter of the financial year	1. 2017/2018 reviewed divisional scorecards 2. Agenda, attendance registers and minutes of the Directorate meetings 3. Schedule for submission of AA's and PP's

COMMUNITY SERVICES 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement Source	Budget Amount	Funding Source	Annual target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
Governance System, internal controls and Auditing	To co-ordinate risk assessment and advise on strategies to minimise risk impact by June 2022	Review Risk Management Strategy, risk management committee charter	Risk management strategy,risk management policy approved in 2015/2016 financial year	2017/2018 Strategic and Operational Risk Registers developed by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Develop 2017/2018 strategic and operational risk registers by June 2018	Achieved	2017/2018 Strategic and Operational Risk Registers developed	Strategic and Operational Risk registers were developed, implemented and submitted to Risk management office in the period under review	None	None	Annual report on implementation of Strategic and Operational Risk Registers
		Develop and implement the risk management implementation plan												
Governance System, internal controls and Auditing	To advise and provide objective assurance on internal control systems for clean administration by June 2022	Review Audit Committee Charter,Internal Audit Charter and methodology	Audit Committee Charter,Internal Audit Charter, methodology and internal audit plan approved in 2016/2017 financial year	Internal audit plan developed and implemented by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Implement 2015/2016 Audit Action Plan, Develop and Implement 2016/2017 Audit Action Plan by June 2018	Not Achieved	2015/2016 Audit Action Plan was implemented and 2016/2017 Audit Action Plan was developed.	2015/2016 Audit Action Plan was implemented and 2016/2017 Audit Action Plan was developed.	2016/2017 Audit Action Plan could not be implemented due to delays in tabling to Council.	2016/2017 Audit Action Plan will be implemented in the first quarter of 2018/2019 financial year	Progress Report on implementation 2015/2016 and 2016/2017 Audit Action Plans
		Develop and implement internal audit plan												

LOCAL ECONOMIC DEVELOPMENT AND PLANNING

LOCAL ECONOMIC DEVELOPMENT AND PLANNING 2017/2018 ANNUAL PERFORMANCE REPORT														
Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget	Funding Source	Annual Target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
LOCAL ECONOMIC DEVELOPMENT-55%														
Programmes Management Office	To monitor implementation of high impact projects in the Master Plan and IDP for economic development by June 2022	Update and monitor project charter for high impact projects	Master plan, IDP and project charter	Two Partnership agreements for Coastal Development (Seagulls) and Bawa Falls co-ordinated by June 2018	Annually and Quarterly reports	30 000	Equitable Share	Co-ordinate Two partnership agreements for Coastal development (Seagulls) and Bawa Falls by June 2018	Not Achieved	0	Draft MOU between the Municipality and DAAF as well as Social facilitation plan for Coastal development were developed.	There were delays with the signing of MOU due to engagement sessions. There were challenges that were experienced with the Bawa falls development thus the project could not be implemented.	The Coastal partnership agreement will be concluded in 2018/2019 financial year.	1 Memorandum of understanding for partnership between Mngquma Local Municipality and Department of Agriculture, forestry and fisheries 2 Request to Legal Services for Legal and compliance review 3 Agenda, minutes and attendance of engagement sessions of potential funders
LED Sector Plans	To solicit funding for implementation of LED strategy by June 2022	Develop business plans	LED Strategy approved in 2015/2016 financial year	Two investment programmes (Revitalisation of Butterworth Industries and Gcuwa Dam developments) facilitated by June 2018	Annually and Quarterly reports	20 000	Equitable Share	Facilitate two investment programmes (Revitalisation of Butterworth Industries and Gcuwa Dam developments) by June 2018	Not Achieved	0	1. Engagement sessions were held with BTT towards investment opportunities on Butterworth Industries. 2. Draft Business Plan for Gcuwa Dam Lodge and Conference Centre was developed	1. Investment Programme with BTT (revitalisation of Butterworth Industries) could not kick off due to dilapidated infrastructure and lack of resources. 2. Business Plan for Gcuwa Dam development could not be approved due to engagement	The target has been planned for 2018/2019 financial year	1. Agenda, attendance register and minutes for meeting with BTT. 2. Report on engagement sessions with potential investor 3. Business Plan for Gcuwa Dam Lodge and Conference Venue
Tourism Development and Promotion	To reposition Mngquma as a preferred tourist destination through profiling of tourism products and services by June 2022	Develop branding and marketing systems for easy access to all tourism products and services	LED Strategy approved in 2015/2016 financial year	Establishment of Tourism information centre facilitated by June 2018	Annually and Quarterly reports	-	Equitable Share	Facilitate establishment of Tourism Information Centre by June 2018	Not Achieved	0	Council Resolution for interim operation of the TIC at the old Bowling Green has been obtained.	Tourism Information Centre could not be established in the year under review due to delays in site identification.	Council resolved on the interim operation of the TIC at the old Bowling Green in 2018/2019 financial year and further identification of site.	(1) Report on the establishment of TIC (2) Request for assistance from Legal Services in facilitating the evacuation of the bowling green monument at erf 448 (3) Report on engagement sessions (4) Council Resolution

LOCAL ECONOMIC DEVELOPMENT AND PLANNING 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget	Funding Source	Annual Target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
				Social facilitation plan towards support of Seagulls development reviewed and implemented by June 2018	Annually and Quarterly reports	-	Equitable Share	Review and implement Social facilitation plan towards support of Seagulls development by June 2018	Achieved	Social facilitation plan towards support of Seagulls development reviewed and implemented	Social facilitation plan was developed and workshoped to the Qolora community 2.The PSC was established	N/A	N/A	1. Reviewed Social facilitation plan 2. Report on implementation of Social facilitation plan
				Maintenance of Six heritage sites(Tiyo Soga's Grave, Bawa Falls, King Phalo's Grave, Blythswood Caves, Maholwana Ntlangwini's Grave and Centane War Memorial Monument) facilitated by June 2018	Annually and Quarterly reports	-	Equitable Share	Facilitate maintenance of six heritage sites by June 2018 (Tiyo Soga's Grave, Bawa Falls, King Phalo's Grave, Blythswood Caves, Maholwana Ntlangwini's Grave and Centane War Memorial Monument)	Achieved	6	The maintenance has been done for six heritage sites by June 2018 (Tiyo Soga's Grave, Bawa Falls, King Phalo's Grave, Blythswood Caves, Maholwana Ntlangwini's Grave and Centane War Memorial Monument)	N/A	N/A	1. Annual Report on the maintenance of 6 heritage sites 2. Photos for before and after maintenance
		Host cultural and heritage events	Tourism events facilitated and coordinated in 2016/2017 financial year	Four Tourism Awareness Campaigns co-ordinated by June 2018	Annually and Quarterly reports	75 000	Equitable Share	Co-ordinate four Tourism Awareness Campaigns by June 2018	Achieved	4	1.Distribution of tourism brochures was conducted along N2 2.Educational awareness campaign was conducted in Msobomvu High	N/A	N/A	(1) Concept Document (2) Attendance register and Report on Tourism Awareness Campaigns
		Co-ordinate Awareness Campaigns												
SMMEs	To provide support to SMMEs/ Co-operatives and Farmers through implementation of incubation programmes for sustainability by June 2022	Establishment of cooperative development centre	SMMEs Cooperatives programmes implemented in 2016/2017 financial year	Support to 10 SMME/Co-operatives co-ordinated by June 2018 (Capacity building and registration)	Annually and Quarterly reports	34 000	Equitable Share	Co-ordinate support to 10 SMMEs/Co-operatives by June 2018 (Capacity building and registration)	Achieved	56	9 SMME/Co-ops training on Corporative governance, Sinako Sewing project facilitated with basic pattern and garmet making, 22 emerging farmers capacitated on how to market their product, 13 SMME/Co-ops registers with the Companies and Intellectual Property Commission, 12 startup business training for Mquma SMME/Co-ops	N/A	N/A	1. Agenda, attendance register and report on capacity building of 10 SMME/Co-cooperatives 2. Registration certificate for SMME/Co-operatives

LOCAL ECONOMIC DEVELOPMENT AND PLANNING 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget	Funding Source	Annual Target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
		Implement SMMEs and Cooperatives programmes	LED Strategy approved in 2016/2017 financial year	Establishment of Co-operatives Development Centre co-ordinated by June 2018	Annually and Quarterly reports	100 000	Equitable Share	Co-ordinate establishment of the Co-operatives Development Centre by June 2018	Not Achieved	Establishment of Co-operatives Development Centre not co-ordinated	A Council Resolution for identification of space for the establishment of CDC was obtained on the 29 June 2018	There were delays in identification and approval of space for establishment of CDC	Establishment of CDC will be facilitated in the 2018/19 financial year	1). Appoved Business Plan
Sustainable Rural Development	To provide support to SMMEs/ Co-operatives and Farmers through implementation of incubation programmes for sustainability by June 2022	Develop infrastructure and system for agriculture	Support provided to emerging farmers in 2016/2017	Capacity building of 4 emerging farmers twords implementation of Agri-park projects co-ordinated by June 2018	Annually and Quarterly reports	150 000	Equitable Share	Facilitate capacity building of 4 Emerging farmers towards implementation of Agri-park projects by June 2018	Not Achieved	0		There were challenges with Capacity building of 4 Emerging farmers due to financial constraints.	Capacitation of 4 Emerging farmers will be conducted in the 2018/19 financial year	None
BASIC SERVICE DELIVERY AND INFRASTRUCTURAL DEVELOPMENT-10%														

LOCAL ECONOMIC DEVELOPMENT AND PLANNING 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget	Funding Source	Annual Target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
Land Administration and Land Use Management	To regulate and control the development and use of land within the municipal area in line with the Spatial Development Framework by June 2022	Develop Land Use Management scheme	SDF Approved in 2015/2016 financial year	Land use applications processed for approval within 30 – 60 days by June 2018	Annual and Quarterly reports	-	Equitable Share	Process Land Use applications for approval within 30-60 days by June 2018	Achieved	Land use applications processed for approval within 30 – 60 days	2. Processing of the following land use applications through Council - Rezoning and relaxation of building lines on Erf 959 Butterworth (done) - Rezoning of Erven 1536 and 1558 Gcuwa from Undetermined to Business Zone 3 (Done) - Rezoning of Erf 4964 from Industrial to Business Zone 2 (done) - Renewal of Township Establishment Approval in respect of Township situated on Erven 9947 to 9981 Butterworth - Renewal of Township Establishment Approval in respect of Township Sitauted on Erven 1033 and 1034 Butterworth - Renewal of Subdivison Approval in respect of Erf 51 Ngqamakhwe 3. Submission and processing of application for the Purchase of Erf 1376 Butterworth from the African Gospel Church through Council 4. Submission of a Report through Council for the Appointment of the Municipality's Land Development	N/A	N/A	1 Report on land use 2. Council resolution

LOCAL ECONOMIC DEVELOPMENT AND PLANNING 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget	Funding Source	Annual Target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
											Officer as contemplated in the Spatial Planning and Land Use Management Act (SPLUMA) No. 16 of 2013 6. Submission of a Report for the Cancellation of the Notarial Deed of Lease entered between Mmquma Local Municipality and Jerry Mashamba Capital (Proprietary) Limited in relation to Erf 448 Butterworth.			
		Formalise unsurveyed land.		8 erven surveyed and formalised ((remainder of erf 725, erf 1101,153, 671, 530 and 153, Consolidation of erven, 637, 638 and 639 and subdivision of Commonage land opposite Thusong Center:Centane town) by June 2018	Annual and Quarterly reports	150 000	Equitable Share	Survey and formalise 8 erven (remainder of erf 725, erf 1101,153, 671, 530 and 153, Consolidation of erven, 637, 638 and 639 and subdivision of Commonage land opposite Thusong Center:Centane town) by June 2018	Not achieved	0	Terms of reference for the survey and formalisation of 8 erven were developed and submitted to BTO	The municipality could not survey and formalise 8 erven due to financial constraints experienced in the year under review	Funding will be sourced during the adjustment budget in 2018/2019 Financial year	Terms of reference for the survey and formalization of 8 erven

LOCAL ECONOMIC DEVELOPMENT AND PLANNING 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget	Funding Source	Annual Target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT-10%														
Supply Chain Management	To review and implement SCM policy in line with the regulatory framework by June 2022	Review SCM policy and procedures Co-ordinate development of municipal procurement plan, monitor implementation and report thereof	Procurement plan developed and implemented in 2016/2017 financial year	Procurement plan developed and implemented by June 2018 and report thereof	Annually and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate development, implement Procurement plan and report thereof by June 2018	Not Achieved	Procurement plan developed but not implemented	The procurement plan was not developed due to non allocation of funds to the Directorate.	Procurement Plan for LED Directorate had not been developed and implemented in the period under review	Procurement plan will be developed in 2018/2019 financial year.	None
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT- 10%														
Municipal Administration (Council Support)	To provide administrative support for effective and efficient performance of council and its committees by June 2022	Develop Institutional Calendar on annual basis and ensure its implementation. Develop and monitor Resolution Register	Institutional Calendar Standing Rules of Order of Council	Implementation of resolutions of Council and its committees co-ordinated by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate implementation of resolutions of Council and its committees by June 2018	Achieved	Implementation of resolutions of Council and its committees co-ordinated	Council resolutions and recommendations from council committees were implemented	N/A	N/A	Report on implementation of council resolutions for Local Economic Development
GOOD GOVERNANCE AND PUBLIC PARTICIPATION- 15%														
Strategic Planning- IDP	To Co-ordinate annual review of 2017/2022 Integrated Development Plan and development of 2022/2027 Integrated Development Plan to guide municipal planning by June 2022	Develop IDP, PMS and Budget Process Plan annually Co-ordinate implementation of the IDP, PMS and Budget Process Plan	2017/2022 Integrated Development Plan developed in 2016/2017 financial year.	2018/2019 Integrated Development reviewed by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate review of 2018/2019 Integrated Development Plan by June 2018	Achieved	2018/2019 Integrated Development reviewed	Directorate contributed in the review of 2018/2019 IDP and it was adopted by Council on 30 May 2018	N/A	N/A	Council Resolution on approval of 2018/2019 IDP
Performance Management (Individual)	To establish and implement PMS procedures through monitoring, review towards an increased accountability and performance improvement by June 2022	Develop and review divisional scorecards and monitor implementation	2016/2017 Divisional Scorecards	2017/2018 Divisional scorecards developed and implementation monitored by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Develop 2017/2018 Divisional scorecards and monitor implementation by June 2018	Not Achieved	2017/2018 Divisional scorecards developed but not implemented	2017/2018 first and second quarter divisional scorecards were developed and the performance of the directorate was monitored	AA's and PP's were not submitted on a monthly basis due to other commitments of the institution	AA's and PP's will be submitted and monitored during the first quarter of the financial year	1. 2017/2018 revised Divisional Scorecards 2. Agenda, attendance register and minutes of the Directorate Meetings 3. Schedule for submission of AA's and PP's

LOCAL ECONOMIC DEVELOPMENT AND PLANNING 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget	Funding Source	Annual Target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
Governance System, internal controls and Auditing	To co-ordinate risk assessment and advise on strategies to minimise risk impact by June 2022	Review Risk Management Strategy, risk management committee charter	Risk management strategy, risk management policy approved in 2015/2016 financial year	2017/2018 Strategic and Operational Risk Registers developed by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Develop 2017/2018 strategic and operational risk registers by June 2018	Not Achieved	2017/2018 Strategic and Operational Risk Registers developed but not implemented	Strategic and Operational Risk registers were developed in the period under review	2017/2018 Strategic and Operational Risk registers were not implemented in the period under review	Strategic and Operational Risk registers will be implemented in the first quarter of 2018/2019 financial year	None
		Develop and implement the risk management implementation plan												
Governance System, internal controls and Auditing	To advise and provide objective assurance on internal control systems for clean administration by June 2022	Review Audit Committee Charter, Internal Audit Charter and methodology	Audit Committee Charter, Internal Audit Charter, methodology and internal audit plan approved in 2016/2017 financial year	Internal audit plan developed and implemented by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Implement 2015/2016 Audit Action Plan, Develop and Implement 2016/2017 Audit Action Plan by June 2018	Not Achieved	2015/2016 Audit Action Plan was implemented and 2016/2017 Audit Action Plan was developed.	2015/2016 Audit Action Plan was implemented and 2016/2017 Audit Action Plan was developed.	2016/2017 Audit Action Plan could not be implemented due to delays in tabling to Council.	2016/2017 Audit Action Plan will be implemented in the first quarter of 2018/2019 financial year	Progress Report on implementation 2015/2016 and 2016/2017 Audit Action Plans
		Develop and implement internal audit plan												

STRATEGIC MANAGEMENT

STRATEGIC MANAGEMENT 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Budget	Funding Source	Measurement source	Annual Target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
GOOD GOVERNANCE AND PUBLIC PARTICIPATION- 55%														
Strategic Planning- IDP	To Co-ordinate annual review of 2017/2022 Integrated Development Plan and development of 2022/2027 Integrated Development Plan to guide municipal planning by June 2022	Develop IDP, PMS and Budget Process Plan annually Co-ordinate implementation of the IDP, PMS and Budget Process Plan	2017/2022 Integrated Development Plan developed in 2016/2017 financial year.	2018/2019 Integrated Development Plan reviewed by June 2018	755 000	Equitable Share	Annual, Mid-year and Quarterly Reports	Co-ordinate review of 2018/2019 Integrated Development Plan by June 2018	Achieved	2018/2019 Integrated Development Plan reviewed	IDP/PMS and Budget Process Plan was adopted by Council on the 31 August 2017. Three IDP/PMS and Budget Representative Forum Meetings were held for the IDP review. Draft IDP was tabled to Council on the 12 April 2018. IDP/PMS and Budget Roadshows were held on the 16-20 April 2018. 2018/2019 Final IDP was adopted by Council on the 31 May 2018	N/A	N/A	(1) IDP/PMS and Budget Process Plan (2) Council resolution on approval of IDP/PMS and Budget Process Plan (3) Adverts, agenda, attendance register and reports for the IDP/PMS and Budget Representative Forum (4) Advert, Agenda, attendance register and report on IDP/PMS and Budget Roadshows (5) Final 2018/2019 IDP (6) Council Resolutions on tabling of the Draft and Final IDP (7) Copies and Screenshot of IDP publications (8) Acknowledgements of receipt for the submission of Draft and Final IDP
Development Planning: Research	To provide a researched, documented information that seeks to guide municipality's short, medium and long term planning by June 2022	Conduct research on prioritized programmes and projects	Heritage, tourism and Economic spin-offs research conducted in 2016/2017 financial year	Research report on Heritage, tourism and economic spin-offs co-ordinated by June 2018	7 000	Equitable Share	Annual, Mid-year and Quarterly Reports	Co-ordinate research report on heritage, tourism and economic spin-offs by June 2018	Not Achieved	Research report on Heritage, tourism and economic spin-offs was not co-ordinated	Consultations and Interviews were conducted with all the relevant stakeholders and the draft research report was issued. Comments were raised in the draft research report	Editing of the final research report is still outstanding and the due to outstanding fees to be paid to the University of Fort Hare and that has delayed finalisation of the project and development of the project plan for implementation of the research.	Final research report will be submitted in the first quarter of 2018/2019 financial year and the project plan for implementation of research recommendations will be developed	(1) Draft Research report

STRATEGIC MANAGEMENT 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Budget	Funding Source	Measurement source	Annual Target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
		Coordinate policy development and policy review to guide decisions of the municipalities	1 policy developed, 6 policies reviewed in 2016/2017 financial year	1 policy developed and 8 policies reviewed by June 2018	125 000	Equitable Share	Annual, Mid-year and Quarterly Reports	Develop 1 Policy (Employment Equity Plan) and review 8 policies (Budget Policy, SCM Policy, Indigent Policy, Risk Management Strategy, PMS Framework, Community Participation Strategy, Communication, Marketing and Branding Strategy and Public Amenities Management and Maintenance Plan) by June 2018	Achieved	82	82 Institutional Policies were reviewed in the year under review. All internal stakeholders were consulted and the policies were approved by Council on in January 2018 and May 2018	N/A	N/A	(1) Agenda, attendance register and report on workshopping of 82 policies (2) Council Resolutions on approval of institutional policies
			11 By-laws reviewed in 2016/2017 financial year.	3 By-laws reviewed by June 2018				Review 3 By-laws (Municipal Parks By-law, Keeping of poultry By-law and Child care facilities By-law) by June 2018	Achieved	3	3 By-laws were reviewed and noted by Council in January 2018. Public Participation processes were conducted in April 2018. A By-law on control of animals was reviewed and noted by Council on the 30 May 2018, Public participation was done in June 2018 and they were further tabled to Council for approval on 29 June 2018	N/A	N/A	(1) 4 By-laws (2) Agenda, attendance register and report on workshopping of 4 By-laws (3) Agenda, attendance registers and report on Public Participation process (4) Council Resolutions for noting and approval of 4 By-laws (5) Adverts and Screenshots for publication of By-laws (6) Council Resolution on approval of 4 by-laws
Institutional Communication	To market the corporate brand of the municipality for a positive profile by June 2022	Review communication, marketing and branding strategy	11 internal newsletters and 2 external newsletters developed and distributed in 2016/2017 financial year	10 internal newsletters developed and distributed by June 2018	100 000	Equitable Share	Annual, Mid-year and Quarterly Reports	Develop and distribute 10 internal newsletters by June 2018	Achieved	10	10 internal newsletters were developed and distributed in the period under review	N/A	N/A	(1) 10 internal newsletters (2) Distribution register of the newsletters

STRATEGIC MANAGEMENT 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Budget	Funding Source	Measurement source	Annual Target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
		Update Information on municipal website Develop newsletters Integrate two way communication Feedback	Website reports for 2016/2017 Financial year	Website updated inline with Section 75 of the MFMA by June 2018	-	Equitable Share	Annual, Mid-year and Quarterly Reports	Update and upload website inline with Section 75 of the MFMA by June 2018	Achieved	Website updated inline with Section 75 of the MFMA	Information updated and uploaded in municipality's website inline with Section 75 of the MFMA	N/A	N/A	Report on information updated and uploaded on the municipal website and screenshots
Branding	To promote and maintain corporate identity and image through marketing and branding by June 2022	Standardize usage of the municipal corporate brand	Outdoor , Indoor signage and flags installed in three municipal buildings in 2016/2017 financial year	Corporate brand of municipality marketed (Welcome sign boards, calendars and Diaries) by June 2018	100 000	Equitable Share	Annual, Mid-year and Quarterly Reports	Market corporate brand of the municipality (Welcome sign boards, calendars and Diaries) by June 2018	Not Achieved	Corporate brand of the municipality was not marketed	Appointment of Service Providers for Welcome signboards, calendars and diaries was done. Calendars were delivered and distributed. In the period under review was done in all Municipal Buildings in the three units	There were delays in SCM processes, Service Providers increased their quotations for installation of Welcome signboards and supply of Diaries thus the activity was not achieved.	Subsequent to the reasons mentioned, projects were cancelled	(1) Orders and Report on procurement of welcome sign boards and diaries. (2) Orders and Report on procurement of calendars (3) Order and report on installation of indoor signage
Media Liaison	To promote corporate brand of the municipality through media platforms by June 2022	Coordinate issuing of press releases and news articles	Mainstream and Social Media Policy approved in 2016/2017 financial year	4 electronic media slots coordinated by June 2018	Annual, Midyear and quarterly reports	125 000	Equitable Share	Coordinate 4 electronic media slots by June 2018	Achieved	4	4 Electronic media slots with the Local Radio Station on service delivery matters were co-ordinated in the period under review.	N/A	N/A	4 Confirmations of Media Slots conducted from the radio stations.
				Social Networks Updated and monitored (Facebook and Twitter) by uploading Municipal events, achievements and responding to community enquiries by June 2018	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Update and monitor Social Networks (Facebook and Twitter) by uploading Municipal events, achievements and responding to community enquiries by June 2018	Achieved	Social Networks Updated and monitored	Social networks were updated and monitored (Facebook and Twitter) through uploading information on municipal events, achievements and response to community enquiries.	N/A	N/A	Reports and printouts on Social Media update
		Communicate through electronic media platforms		25 Press releases issued and 20 news articles published by June 2018	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Issue 25 press releases and Publish 20 news articles by June 2018	Achieved	27 press releases and 24 news articles .	27 press releases were issued and 24 news articles were published.	N/A	N/A	Copies of 27 Press releases issued and 24 news articles published

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Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Budget	Funding Source	Measurement source	Annual Target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
Events Management	To promote and maintain corporate brand through hosting events by June 2022	Co-ordinate uniform approach for all municipal events, protocol & etiquette	14 Events co-ordinated in 2016/2017 financial year	7 Municipal Events co-ordinated by June 2018	275 000	Equitable Share	Annual, Mid-year and Quarterly Reports	Co-ordinate 7 Municipal Events (Mandela Day, Women's Month, Mayoral Imbizo, Abor Day, Back to School, State of the Municipality Address, SCM Awareness and Youth Day) by June 2018	Not Achieved	6	Annual events calendar was developed and approved. 6 events were planned and co-ordinated (Nelson Mandela Day, Women's Month Celebrations, Abor Day, Mayoral Imbizo, Back to School and Youth Month Celebrations) Deviation Memos for SOMA and SCM Awareness Campaign have been developed and approved	Due to financial constraints, two events were not co-ordinated	Financial implications will be considered when developing the annual events calendar for the next financial year	(1) Annual events calendar (2) Concept documents for events implemented (3) Report on events co-ordinated
Intergovernmental Relations	To coordinate integrated planning, regular reporting and feedback by all stakeholders by June 2022	Coordinate regular sitting of IGR forum for planning and reporting Review IGR terms of reference	4 IGR meeting co-ordinated in 2016/2017 financial year	4 IGR meetings co-ordinated by June 2018	200 000	Equitable Share	Annual, Mid-year and Quarterly Reports	Co-ordinate sitting of 4 IGR meetings by June 2018	Achieved	4	4 IGR meetings were co-ordinated in the period under review as follows: 20 Sept 2017, 07 Dec 2017, 14 March 2018 and 14 June 2018	N/A	N/A	(1) Invitations, Agenda, attendance register and report of 4 IGR meetings co-ordinated
Institutional Performance Management	To monitor and review performance for increased accountability & performance improvement by June 2022	Develop, collate, consolidate and analyze performance information quarterly, midyear and annually	2016/2017 Performance Agreements for S54A and S56 Managers developed	Performance information developed, collated, consolidated and analyzed quarterly, midyear and annually in line with the PMS Framework by June 2018	305 000	Equitable Share	Annual, Mid-year and Quarterly Reports	Develop, collate, consolidate and analyze performance information quarterly, midyear and annually by June 2018	Achieved	Performance information developed, collated, consolidated and analyzed quarterly, midyear and annually in line with the PMS Framework	2017/2018 Performance Agreements for Section 54A and Section 56 Managers were developed and submitted. 2016/2017 annual and 2017/2018 Mid-term Performance reviews for Section 56 Managers were conducted. 2016/2017 Section 46 Report and Annual Report were developed and approved by	N/A	N/A	(1) 2017/2018 Performance Agreements for S56 Managers (2) Council Resolution on approval of S56 Managers performance agreements (3) Report on 2016/2017 annual performance reviews and 2017/2018 Mid-term performance reviews for S56 Managers (4) Council Resolutions for approval of performance reviews (5) 2016/2017 Annual Report

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Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Budget	Funding Source	Measurement source	Annual Target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
											Council. 2017/2018 first to third quarter performance reports were developed and approved by Council			(6) Council Resolution on approval of 2016/2017 Annual Report (7) 2017/2018 Mid-term performance report (S72) (8) 2016/2017 Annual performance analysis report (S46) (9) 2016/2017 Fourth quarter performance analysis report (10) 2017/2018 First to Third Quarter Performance Analysis Reports
Performance Management (Individual)	To establish and implement PMS procedures through monitoring, review towards an increased accountability and performance improvement by June 2022	Develop and review divisional scorecards and monitor implementation	2016/2017 Divisional Scorecards	2017/2018 Divisional scorecards developed and implementation monitored by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	2017/2018 Divisional scorecards developed and implementation monitored by June 2018	Achieved	2017/2018 Divisional scorecards developed and implementation monitored	Divisional scorecards for the first and second six months were developed. Performance of the employees of the directorate was monitored through sitting of 12 directorate meetings for the period under review.	N/A	N/A	(1) 2017/2018 Divisional scorecards (2) Agenda, attendance register and minutes for directorate meetings (3) Schedule for submission of AA's and PP's
Governance System, internal controls and Auditing	To co-ordinate risk assessment and advise on strategies to minimise risk impact by June 2022	Review Risk Management Strategy, risk management committee charter	Risk management strategy,risk management policy approved in 2015/2016 financial year	2017/2018 Strategic and Operational Risk Registers developed by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Develop 2017/2018 strategic and operational risk registers by June 2018	Achieved	2017/2018 Strategic and Operational Risk Registers developed	Strategic and Operational Risk registers were developed, implemented and submitted to Risk management office in the period under review	N/A	N/A	(1) Annual report on implementation of Strategic and Operational Risk Registers (2) Proof of submission to Risk Management Office
		Develop and implement the risk management implementation plan												
	Develop, review and implement Audit action plan by June 2022	Monitor Implementation of audit action plan annually	1.2015/2016 Audit Action Plan implemented 2. 2016/2017 Audit Action Plan developed and Implemented	2015/2016 Audit action Plan implemented and 2016/2017 developed and implemented by June 2017				Implement 2015/2016 Audit Action Plan, Develop and Implement 2016/2017 Audit Action Plan by June 2018	Not Achieved	2015/2016 Audit action Plan implemented and 2016/2017 developed and implemented	2015/2016 Audit Action Plan was implemented and 2016/2017 Audit Action Plan was developed.	2016/2017 Audit Action Plan could not be implemented due to delays in tabling to Council.	2016/2017 Audit Action Plan will be implemented in the first quarter of 2018/2019 financial year	Progress Report on implementation 2015/2016 and 2016/2017 Audit Action Plans

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Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Budget	Funding Source	Measurement source	Annual Target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
BASIC SERVICE DELIVERY AND INFRASTRUCTURAL DEVELOPMENT- 10%														
Mayoral Imbizo's	To coordinate integrated planning, regular reporting and feedback by all stakeholders by June 2022	Co-ordinate regular feedback meetings to community members	4 Mayoral Imbizo's co-ordinated in 2016/2017 financial year	4 Mayoral Imbizo's co-ordinated by June 2018	250 000	Equitable Share	Annual, Mid-year and Quarterly Reports	Co-ordinate 4 Mayoral Imbizo's as determined by the Mayoral Committee by June 2018	Achieved	4	Mayoral Imbizos were held in partnership with SASSA and other stakeholders on 26 Sept 2017 at ward 14, at ward 22 on 24 Oct 2017, at ward 19 on 28 Nov 2017 and at ward 31 on 08 Dec 2017	N/A	N/A	Invitations, Agenda, attendance register and report of 4 Mayoral Imbizos co-ordinated
LOCAL ECONOMIC DEVELOPMENT- 10%														
Special Programs Unit	Co-ordinate mainstreaming of designated groups to socio-economic development by June 2022	Review and implement special programmes unit and related policies	SPU Strategy and related policies adopted in 2014/2015 and 2015/2016 financial years respectively	Implementation of programmes for 6 designated groups co-ordinated in line with SPU Strategy by June 2018	295 000	Equitable Share	Annual, Mid-year and Quarterly Reports	Co-ordinate implementation of programmes for 6 designated in line with SPU Strategy by June 2018	Achieved	Programmes for 6 designated groups were implemented in the year under review.	Programmes for designated groups were implemented in the year under review. Womens month was done in August 2017 and woman's co-operative was identified and supported Elderly event was held in October 2017 on awareness on older persons rights. Disability awareness event was held in November 2017 Build up events towards World Aids Day were held in Ngqamakwe,	N/A	N/A	Report on implementation of programmes for 6 designated groups

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Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Budget	Funding Source	Measurement source	Annual Target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
			6 SPU programmes implemented in 2016/2017 financial year								Ward 30 in Centane and Ward 1 Butterworth in November and December 2017 Back to School Campaign wherein 120 learners benefited from full school uniform Capacity building programmes for youth were held in partnership with NYDA and Department of Social Development. Youth month event was held in June 2018			
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT-15%														
Municipal Administration (Council Support)	To provide administrative support for effective and efficient performance of council and its committees by June 2022	Develop Institutional Calendar on annual basis and ensure its implementation.	Institutional Calendar	Implementation of resolutions of Council and its committees co-ordinated by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate implementation of resolutions of Council and its committees by June 2018	Achieved	Implementation of resolutions of Council and its committees co-ordinated	Council resolutions on compliance matters were implemented (IDP, Annual Report, Policies and by-laws) Reports were prepared and tabled in Council Committees and recommendations were implemented in the period under review	N/A	N/A	Report on sitting of Strategic Management Council Committees
		Develop and monitor Resolution Register	Standing Rules of Order of Council											

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Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Budget	Funding Source	Measurement source	Annual Target for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT – 10%														
Supply Chain Management	To review and implement SCM policy in line with the regulatory framework by June 2022	Review SCM policy and procedures Co-ordinate development of municipal procurement plan, monitor implementation and report thereof	Procurement plan developed and implemented in 2016/2017 financial year	Procurement plan developed and implemented by June 2018 and report thereof	Annually and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate development, implement Procurement plan and report thereof by June 2018	Achieved	Procurement plan developed and implemented	2017/2018 Procurement plan for the Directorate was developed and reports on implementation of the plan were submitted to BTO	N/A	N/A	(1) Procurement Plan (2) Report on implementation of the Procurement Plan

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Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget Amount	Funding Source	Annual Target for 2017/2018	Achieved /Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT- 55%														
Municipal Administration (Registry Management)	To establish standard requirements for management and easy access of records by June 2022	Review and implement file plan	Records Management Policy adopted in 2015/2016 financial year	Municipal records maintained by June 2018	Annually and Quarterly reports	Operating Budget	Equitable Share	Maintain municipal records by June 2018	Achieved	Municipal records maintained	Municipal records were filed in line with the Records Management Policy and file plan	N/A	N/A	Report on Implementation of Filing Plan
Municipal Administration (Customer Care and Thusong Centre)	To provide a platform of communication for municipal customers queries and complaints by June 2022	Review Customer Care Strategy	Customer Care Strategy adopted in 2008 and Customer Care Policy adopted in 2014	Customer Care Policy (Customer Care Satisfaction Survey, Presidential Hotline and walk-ins) implemented by June 2017	Annually and Quarterly reports	Operating Budget	Equitable Share	Implement Customer Care Policy (Customer Care Satisfaction Survey, Presidential Hotline and walk-ins) by June 2018	Not Achieved	Customer Care Policy implemented	The customer care surveys were conducted and walk ins systems implemented however the presidential hotline was non functional.	Non attendance of training due to financial constraints as a result Mquma was disconnected by the office of the Premier	To ensure employees are trained in line with the presidential hotline training plan	Analyzed report on activities performed by customer care for 2017/2018 financial year
		Register customer complaints & enquiries and direct to relevant directorates and sector departments		Services rendered by sector department and private Institutions within Thusong Centre coordinated and report thereof by June 2017	Annually and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate and report on services rendered by sector departments and private institutions within the Thusong Centre by June 2018	Not Achieved	Services rendered by sector department and private Institutions within Thusong Centre not coordinated	Thusong operational plan is in place but could not be implemented awaiting the response from the sector departments	Non signing of lease agreements by the sector department	The Legal services office to ensure the transfer of ownership of land from Public Works to the municipality.	Report on Implementation of the Thusong Centre Operation Plan
Municipal Administration (Office Services)	To establish and maintain a fully functional, responsive and accountable administration by adhering to the prescripts of Municipal legislation by June 2018	Provide clean working conditions in all municipal buildings by June 2018	Approved office Cleaning plan	Office Services Procedure Manual developed, implemented and monitored by June 2018	Quarterly performance report	N/A	N/A	Develop, implement and monitor Office Services Procedure Manual by June 2018	Achieved	Office Services Procedure Manual developed and implemented	The procedure manual was developed and implemented (office cleaning plan)	N/A	N/A	(1) Office Services Procedure Manual (2) Report on implementation and monitoring of the Office Services Procedure Manual
Municipal Administration (Council Support)	To provide administrative support for effective and efficient performance of council and its	Develop Institutional Calendar on annual basis and ensure its implementation.	Institutional Calendar	Implementation of resolutions of Council and its committees co-ordinated by June 2018	Annually and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate implementation of resolutions of Council and its committees by June 2018	Achieved	Implementation of resolutions of Council and its committees co-ordinated	All council resolutions were implemented accordingly by the various directorates	N/A	N/A	Copy of updated Annual resolution register.

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Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget Amount	Funding Source	Annual Target for 2017/2018	Achieved /Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
	committees by June 2022	Develop and monitor Resolution Register	Standing Rules of Order of Council	Adherence to 2017/2018 Institutional Calendar monitored by June 2018				Monitor adherence to the 2017/2018 institutional Calendar by June 2018	Achieved	Adherence to 2017/2018 Institutional Calendar monitored	The 2017/2018 institutional calendar was adhere to	N/A	N/A	Annual Report on adherence to the 2017/2018 institutional calendar.
				2018/2019 Institutional Calendar developed by June 2018				Develop 2018/2019 institutional Calendar by June 2018	Achieved	2018/2019 Institutional Calendar developed	The 2018/2019 institutional calendar was developed	N/A	N/A	Approved 2018/2019 institutional Calendar
Organisational Design and implementation	To develop and review organizational structure for implementation of IDP objectives and Budget by June 2022	Review organizational structure annually Develop and implementation recruitment plan annually	Organisational Structure for 2017/2018	2017/2018 Organizational structure Implemented and 2018/2019 Organizational Structure reviewed by June 2018	Annually and Quarterly reports	100 000	Equitable Share	Implement 2017/2018 organisational structure, Review 2018/2019 Organizational Structure by June 2018	Achieved	2017/2018 Organizational structure Implemented and 2018/2019 Organizational Structure reviewed	The 2017/2018 organisational structure was implemented and 2018/2019 organisational structure reviewed and approved by the council on the 30 May 2018	N/A	N/A	1) Copy of approved 2018/2019 Organizational Structure 2) Council Resolutions on 2018/2019 Organizational Structure
Labour Relations	To create conditions for collective bargaining between the employer and the employees and implement code of conduct by June 2022	Convene Local Labour Forum Meetings	Code of Conduct and Collective Agreement	4 LLF Meetings Convened by June 2018	Annually and Quarterly reports	-	Equitable Share	Convene 4 LLF meetings by June 2018	Not Achieved	1	Only 1 LLF meeting was convened the others were technical LLF meetings	The LLF meetings could not convened due to other commitments of the institution	LLF meetings to be held during the first quarter of the financial year	Agenda, minutes and attendance register for 1 LLF meeting and 3 Technical LLF meetings
Employee Wellness and OHS	To promote employee wellbeing through implementation of wellness and OHS programmes by June 2022	Assess Municipal workforce to identify Wellness interventions	Employee Wellness Strategy adopted in 2009	2 Employee wellness programmes (Health and Education) implemented by June 2018	Annually and Quarterly reports	150 000	Equitable Share	Develop Employee Wellness Plan and Implement 2 Employee Wellness programmes (Health and Education) by June 2018	Achieved	5	Employee Wellness Plan developed and approved and 5 Employee Wellness programmes implemented.	N/A	N/A	1) Employee Wellness Plan 2) Annual report and attendance register for 2 implemented Wellness programmes
		Annually develop and implement Employee Wellness Plan (EWP) as informed by assessment report.	Wellness programmes implemented in 2016/2017 financial year	Health and Safety plan reviewed and 3 OHS programmes implemented by June 2018	Annually and Quarterly reports	3 250 000	Equitable Share	Review Occupational Health and Safety Plan and implement 3 OHS programmes by June 2018	Achieved	3	OHS Plan reviewed and approved and 3 OHS programmes were implemented	N/A	N/A	1) OHS Plan 2) Agenda, attendance register and report for Awareness Campaigns
		Regulate Health and Safety practices and principles within the municipality	OHS strategy adopted in 2015/2016 financial year											

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Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget Amount	Funding Source	Annual Target for 2017/2018	Achieved /Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
Employment Equity	To promote equitable workforce so as to achieve diversity by June 2022	Develop, implement Employment Equity Plan and report thereof	Employment Equity Policy adopted in 2010/2011 financial year and Employment Equity Plan developed in 2016/2017 financial year	Employment Equity Plan Developed implemented by June 2018	Annually and Quarterly reports	Operating Budget	Equitable Share	Develop and Implement Employment Equity Plan by June 2018	Achieved	Employment Equity Plan Developed implemented	Employment Equity Plan was developed , approved by the council and implemented	N/A	N/A	(1) Employment Equity Plan (2) Council Resolution on approval of Employment Equity Plan (3) Agenda, attendance registers and reports on 3 Employment Equity Programmes
Skills Development	To develop skills of the Councilors, municipal workforce and community members through implementation of the Workplace Skills Plan and related policies by June 2022	Annually develop, implement and monitor Workplace Skills Plan	Workplace Skills Plan approved in 2016/2017 financial year	2017/2018 WSP and Annual Training Plan Implemented and 2018/2019 WSP and annual training plan developed by June 2018	Annually and Quarterly reports	3 426 882	Equitable Share	Implement 2017/2018 WSP and Annual Training Plan and Develop 2018/2019 WSP and Annual Training Plan by June 2018	Achieved	2017/2018 WSP and Annual Training Plan Implemented and 2018/2019 WSP and annual training plan developed	Trainings were conducted and 2018/2019 WSP developed and annual training plan	N/A	N/A	(1) Report on Trainings conducted 2) 2018/2019 WSP. 3) Annual Training Plan
		Co-ordinate implementation of external bursary, internal bursary and internship programme policies	Internal Bursary and External Bursary Policies adopted in 2014/2015 and 2015/2016 financial year respectively Internship Programme Policy adopted in 2010/2011 financial year	4 interns capacitated by June 2018	Annually and Quarterly reports	100 000	Equitable Share	Capacitate 4 interns by June 2018	Achieved	7	7 interns were capacitated (2 from Corporate Services and 5 from Budget and Treasury)	N/A	N/A	Report on 4 interns capacitated.
BASIC SERVICE DELIVERY AND INFRASTRUCTURAL DEVELOPMENT- 10%														
Municipal Administration (Estates)	To regulate ownership and occupation ofmunicipal properties by June 2022	Develop lease agreements for all rented municipal flats and staff houses Lease agreements and	Signing of 20 Lease agreements for municipal flats and 3 lease agreements for staff houses co-ordinated by June 2018	Annually and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate signing of 20 lease agreements for municipal flats and renew 3 lease agreements for Staff houses by June 2018	Not Achieved	12	12 lease agreements signed for municipal flats.	The target could not be achieved due Non-cooperation from relevant stakeholders with regard to the signing of lease agreements for municipal flats.	Completion of the target is planned for 2018/2019 financial year.	(1)12 Lease Agreements (2)Report on signed Lease Agreements
		Collate required documents by the Conveyancer	180 township houses to be transferred	Submission of applications for transfer of 10 township houses to beneficiaries co-ordinated by June 2018	Annually and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate submission of applications for transfer of 10 township houses to beneficiaries by June 2018	Achieved	30	Submission of 30 applications for transfer of township houses to beneficiaries was done in the year under review.	N/A	N/A	Proof of Submission of applications to Conveyors for transfer of township houses to beneficiaries

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Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget Amount	Funding Source	Annual Target for 2017/2018	Achieved /Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
LOCAL ECONOMIC DEVELOPMENT- 10%														
Trading Regulation	To regulate and formalise trading within the municipality's jurisdiction by June 2022	Issue licenses and permits	1216 licenses and permits issued in 2015/2016 financial year	Trading bylaw implemented by June 2018	Annually and Quarterly reports	Operating Budget	Equitable Share	Implement Trading Bylaw by June 2018	Achieved	Trading bylaw implemented	Trading Bylaw is being implemented through registration of businesses and hawkers licenses.	N/A	N/A	Report on the implementation of the trading by-law
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT- 10%														
Supply Chain Management	To review and implement SCM policy in line with the regulatory framework by June 2022	Review SCM policy and procedures Co-ordinate development of municipal procurement plan, monitor implementation and report thereof	Procurement plan developed and implemented in 2016/2017 financial year	Procurement plan developed and implemented by June 2018 and report thereof	Annually and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate development, monitor implementation of Procurement plan and report thereof by June 2018	Not Achieved	Procurement plan developed but not implemented	Procurement Plan was developed, monitored but could not be fully implemented	Procurement plan was not implemented fully	To facilitate implementation of the procurement plan	1. Procurement Plan 2. Report on monitoring of the Procurement Plan
GOOD GOVERNANCE AND PUBLIC PARTICIPATION -15%														
Community participation: Public Participation	To promote participation of community members in government affairs by June 2022	Implement Public Participation Strategy and Policy and Ward Committee Strategy	Public Participation Strategy adopted in 2009/2010 financial year. Back to basic approach and Operation Masiphathisane	Community Participation Strategy reviewed by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Review Community Participation Strategy by June 2018	Achieved	Community Participation Strategy reviewed	The Community Participation Policy was reviewed and approved by Council on the 30th May 2018	N/A	N/A	(1) Reviewed Community Participation Strategy (2) Council Resolution on approval of Community Participation Strategy
				Sitting of Rules Committee, Women's Caucus and Moral Regeneration Movement, Civic Education Programmes co-ordinated by June 2018	Annually and Quarterly reports	600 000	Equitable Share	Co-ordinate sitting of Rules Committee, Womens Caucus and Moral Regeneration Movement, Civic Education Programmes and report by June 2018	Not Achieved	Sitting of Rules Committee, Women's Caucus and Moral Regeneration Movement, Civic Education Programmes not co-ordinated	Two Womens Caucus meetings were convened.	The structures for MRM and Rules committee did not sit due to logistical challenges.	The structure for MRM and Rules committee to be revived. Civic Education programme will be conducted in 2018/2019 financial year.	Terms of Reference for the Moral Regeneration Concept document for Civic education programme Agenda, attendance register and Report on sitting of Women's Caucus, Rules Committee and Civic Education Programme

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Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget Amount	Funding Source	Annual Target for 2017/2018	Achieved /Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
			Ward Committee Strategy adopted in 2014/2015 financial year	Ward committee strategy implemented by June 2018	Annually and Quarterly reports	-	Equitable Share	Implement ward committee strategy and report by June 2018	Not Achieved	Ward committee strategy not implemented	Ward Committee Strategy was implemented by providing administrative support to Ward Committee and Ward General Meetings	There were delays in submitting information on sitting of ward committees	Monitoring of sitting and submission of ward committee meetings will be done	Agenda, attendance register and Report on implementation of Ward committee strategy
Strategic Planning- IDP	To Co-ordinate annual review of 2017/2022 Integrated Development Plan and development of 2022/2027 Integrated Development Plan to guide municipal planning by June 2022	Develop IDP, PMS and Budget Process Plan annually Co-ordinate implementation of the IDP, PMS and Budget Process Plan	2017/2022 Integrated Development Plan developed in 2016/2017 financial year.	2018/2019 Integrated Development reviewed by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate review of 2018/2019 Integrated Development Plan by June 2018	Achieved	2018/2019 Integrated Development reviewed	Corporate Services participated in the review of 2018/2019 Integrated Development Plan	N/A	N/A	Council Resolution on approval of 2018/2019 IDP
Performance Management (Individual)	To establish and implement PMS procedures through monitoring, review towards an increased accountability and performance improvement by June 2022	Develop and review divisional scorecards and monitor implementation	2016/2017 Divisional Scorecards	2017/2018 Divisional scorecards developed and implementation monitored by June 2018	Annual and Quarterly reports	-	Equitable Share	Develop 2017/2018 Divisional scorecards and monitor implementation by June 2018	Not Achieved	2017/2018 Divisional scorecards developed but implementation not monitored	Divisional scorecards were developed and implemented during the course of the year however the performance of the directorate could not be monitored as planned due to other commitments of the institution	Directorate meetings did not sit as planned due to the busy schedule of the municipality	Performance of the directorate will be monitored during the first quarter of the financial year	1) 2017/2018 Divisional Scorecards 2) Quarterly Performance Reports
Governance System, internal controls and Auditing	To co-ordinate risk assessment and advise on strategies to minimise risk impact by June 2022	Review Risk Management Strategy, risk management committee charter Develop and implement the risk management implementation plan	Risk management strategy, risk management policy approved in 2015/2016 financial year	2017/2018 Strategic and Operational Risk Registers developed by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Develop 2017/2018 strategic and operational risk registers by June 2018	Not Achieved	2017/2018 Strategic and Operational Risk Registers developed but not implemented	2017/2018 strategic and operation risk register was developed.	There were delays with the implementation of the 2017/2018 strategic and operational risk registers	Strategic and Operational Risk registers will be implemented in the 2018/2019 financial year	Annual report on implementation of Strategic and Operational Risk Registers
Governance System, internal controls and Auditing	To advise and provide objective assurance on internal control systems for	Review Audit Committee Charter, Internal Audit Charter and methodology	Audit Committee Charter, Internal Audit Charter, methodology and internal	Internal audit plan developed and implemented by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Develop and implement internal audit action plan by June 2018	Not Achieved	2015/2016 Audit Action Plan was implemented and 2016/2017	2015/2016 Audit Action Plan was implemented and 2016/2017 Audit Action Plan was developed.	2016/2017 Audit Action Plan could not be implemented due to delays	2016/2017 Audit Action Plan will be implemented in the	Progress Report on implementation 2015/2016 and 2016/2017 Audit Action

CORPORATE SERVICES 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget Amount	Funding Source	Annual Target for 2017/2018	Achieved /Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
	clean administration by June 2022	Develop and implement internal audit plan	audit plan approved in 2016/2017 financial year							Audit Action Plan was developed.		in tabling to Council.	first quarter of 2018/2019 financial year	Plans

BUDGET AND TREASURY OFFICE

BUDGET AND TREASURY OFFICE 2017/2018 ANNUAL PERFORMANCE REPORT														
Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget Amount	Funding Source	Annual Targets for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT- 55%														
Revenue Enhancement & Management	To increase institution's revenue base by R5m through implementation of revenue enhancement strategy by June 2022	Review and implement Tariff structure and budget policy	2016/2017 Tariff Structure and Budget Policy implemented	Revenue base increased by R1 million by June 2018	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Increase revenue base by 1m by June 2018	Not achieved	0	2017 Supplementary valuation roll was not loaded due to non-appointment of service provider, however SEBATA will assist in the process	2017 Supplementary valuation roll was not loaded due to non-appointment of service provider	The SV shall be loaded internally with assistance being sought from SEBATA where it's needed in order for implementation.	None
		Implement revenue enhancement strategy programmes	Two Revenue enhancement programmes implemented in 2016/2017 financial year	Data cleansing programme implemented by June 2018	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Implement data cleansing programme and report by June 2018	Achieved	Data cleansing programme implemented	Data cleansing has been done through the use of Windeed to obtain the contact details of property owners.	N/A	N/A	(1) Report on Data cleansing programme.
		Update valuation roll for rating purposes	Supplementary valuation roll implemented in 2016/2017 financial year	Updated general valuation roll by June 2018	Annual, Midyear and quarterly reports	238 000	Equitable Share	Update general valuation by June 2018	Not achieved	The SV 2018 has been developed and going through the inspection period	The SV 2018 has been developed and going through the inspection period and will be ready for implementation from 1st of August 2018.	Failure to secure space in the provincial gazette has led to the non advertising of the SV for inspection.	The SV has been advertised and shall be certified once the "objection" period has lapsed for implementation in the 2018/19 financial year	1. Supplementary Valuation Roll 2. Provincial Gazette (3) Advert
To realize 70% collection on current billings by June 2022	Implement ... programmes in line with revenue enhancement strategy	Approved Tariff Structure for 2017/2018 financial year	2017/2018 Tariff structure implemented by June 2018	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Implement 2017/2018 tariff structure by June 2018	Not Achieved	2017/2018 Tariff structure not implemented	All the billings and collections were done in line with the approved tariff structure.	Billing for June 2018 has not yet been done	Billing for June 2018 will be done in the first quarter of 2018/2019 financial year	(1) Billing reports (2) Report on implementation of Tariff structure	
			2018/2019 Tariff Structure reviewed and approved by June 2018	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Coordinate review and approval of 2018/2019 Tariff Structure by June 2018	Achieved	2018/2019 Tariff Structure reviewed and approved	Tariff structure was approved on the 30th of May 2018	N/A	N/A	(1) Reviewed tariffs structure for 2018/2019 (2) Council Resolution on approved tariffs structure for 2018/2019	

BUDGET AND TREASURY OFFICE 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget Amount	Funding Source	Annual Targets for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
			50 % revenue collected in 2016/2017 financial year	50% collected on current billings by June 2018	Annual, Midyear and quarterly reports	Operating Budget	Operational	Collect 50% of current billing by June 2018	Not achieved	48%	Collection is currently at 48% of billings.	The statements have not been sent to debtors, the telephones have not been working to enable collections calls to be made.	Procurement of folding machine and printer has been done. This will enable the municipality to send statements to the debtors. The telephones will be paid in July 2018. hand to hand delivery of statements will be done to improve the communication channels with the debtors.	(1) Collection report/Billing report
Expenditure Management	To implement internal controls for approval, authorization and withdrawal payment of funds by June 2022	Implement financial procedures	Financial procedures	60% of creditors paid within 30 days by June 2018	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Payment of 60% of creditors within 30 days by June 2018	Not achieved	50%	Payments of creditors was at 50% level.	60% of creditors could not be paid due to financial constraints of the municipality	Real budget estimates will be done to ensure projects on the SDBIP and procurement plans are cash backed. Cash flow focus will be done on a monthly basis to ensure that cash is available for all transactions done. Cost containment policy will be implemented to ensure that priority is given to service delivery programs. Cost containment policy will be implemented to ensure that priority is given service related projects.	(1) Invoice Register
				4 section 52d reports approved by Council by June 2018	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Co-ordinate approval of 4 Section 52d reports by Council by June 2018	Not achieved	3	The third quarter report was not approved as the council did not sit	The third quarter report was not approved as the council did not sit	The report shall be approve on the Council meeting that will be held in July	None

BUDGET AND TREASURY OFFICE 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget Amount	Funding Source	Annual Targets for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
				12 Section 71 reports developed, reviewed and submitted to Provincial and National Treasury by June 2018	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Develop, review and submit 12 Section 71 reports to National Treasury by June 2018	Not Achieved	11	All reports were submitted within the timeframes	Reports for June 2018 has not yet been submitted	The report for June will be submitted in the first quarter of 2018/2019 financial year	(1) Section 71 reports (2) Proof of submission to National Treasury
				Section 72 report developed and approved by Council by January 2018	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Develop Section 72 Report and co-ordinate approval by Council by June 2018	Achieved	Section 72 report developed and approved by Council	Report was approved by council in January 2018.	N/A	N/A	(1) Council resolution on approved Section 72 report
Asset Management	To manage municipality's assets for increased accountability and safeguarding by June 2022	Review and implement municipal asset management policy and procedures, Fleet Management Policy and financial Procedures.	Asset Management Policy and 2016/2017 Asset register	GRAP compliant fixed asset register maintained by June 2018	Annual, Midyear and quarterly reports	1 588 461	Equitable Share	Maintain GRAP compliant asset register by June 2018	Not achieved	GRAP compliant fixed asset register not maintained	Asset register was prepared late and led to non-compilation of asset register	Asset register preparation was done late and lack of supporting documents led to inaccurate compilation of the asset register.	Restatements will be performed for the 2017 financial year asset register.	1. Reconciliation of Infrastructure assets
			Fleet Management Policy	Functioning of Fleet management system monitored by June 2018	Annual, Midyear and quarterly reports	225 000	Equitable Share	Install and monitor the Fleet management system by June 2018	Not achieved	Functioning of Fleet management system not monitored	Fleet management system is in place but could not be monitored due to other challenges of the municipality	The system was installed but not monitored due to some parameters not having been set up for monitoring	Engage service provider and set up the various monitoring parameters on the Tracker system.	None
			Financial procedures	Stores procedure manual implemented by June 2018	Annual, Midyear and quarterly reports		Operating Budget	Equitable Share	Implement stores procedure manual and report quarterly by June 2018	Not achieved	Stores procedure manual not implemented	The stock take could not be conducted	The stock takes were not conducted as the stock figures for 2017 were not rolled forward in FMS and therefore stock could not be reconciled.	Year-end stock count will be conducted to ensure that stock is valued at correct amount and completeness of stock is achieved.
Budget; Treasury and Reporting Systems	To develop Medium Term Revenue and Expenditure Framework, monitor implementation and report thereof by June 2022	Develop and monitor implementation of Budget Process Plan	2017/2020 MTREF Budget reviewed in 2016/2017 financial year	2018/2021 MTREF Budget Reviewed and implemented by June 2018	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Co-ordinate review and implementation of 2018/2021 MTREF budget by June 2018	Achieved	2018/2021 MTREF Budget Reviewed and implemented	The 2018/2021 MTREF budget was coordinated and implemented during the quarter under review. 1st adjustment budget was approved by Council on the 17 October 2017 and the 2nd Adjustment on the 22 January 2018	N/A	N/A	(1) Council Resolution on approved 2018/2019 budget (2) Approved 2018/2019 Budget (3) Council Resolution for 1st Adjustment budget and 2nd Adjustment Budget.

BUDGET AND TREASURY OFFICE 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget Amount	Funding Source	Annual Targets for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
		Review Budget related Policies	Budget related policies reviewed in 2016/2017 financial year	Budget related policies reviewed by June 2017	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Review budget related policies by June 2018	Achieved	Budget related policies reviewed	All policies were reviewed in May 2018	N/A	N/A	(1) Council Resolution on budget related policies
		Prepare GRAP Compliant Financial Statements	2015/2016 GRAP compliant financial statements prepared and reviewed in 2016/2017 financial year	GRAP Compliant Financial Statements prepared and reviewed by June 2018	Annual, Midyear and quarterly reports	4 300 000	FMG / Equitable Share	Prepare 2016/2017 GRAP compliant Financial Statements by June 2018	Not achieved	2016/2017 GRAP compliant Financial Statements could not be done	2016/2017 GRAP compliant Financial Statements could not be done due to other commitments of the institution	The 2016/17 AFS were not GRAP compliant.	Restatements will be performed for the 2017 financial statements and submitted to auditor general for audit the prior year figures.	(1) Audit report, (2) 2016/2017 Audited Financial Statements.
		Prepare 2017/2018 Mid term financial statements		2017/2018 AFS process plan prepared and implemented by June 2018	Annual, Midyear and quarterly reports			Prepare and implement AFS Process Plan for 2017/2018 by June 2018	Not achieved	2017/2018 AFS process plan prepared but not implemented	The process plan developed and implemented	Some reconciliations have not been performed due to capacity issues.	All reconciliations will be performed before the year end.	(1) AFS Process Plan (2) Progress report on implementation of AFS process plan
Supply Chain Management	To review and implement SCM policy in line with the regulatory framework by June 2022	Review SCM policy and procedures	Approved SCM policy and procedures developed in 2016/2017 financial year	SCM Policy Reviewed by June 2018	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Review SCM Policy by June 2018	Achieved	SCM Policy Reviewed	The policy was reviewed and approved on the 30th of May 2018	N/A	N/A	1. Reviewed SCM Policy 2. Council Resolution on approval of SCM Policy
				SCM Procedures reviewed and implemented by June 2018	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Review and implement SCM Procedures (deviations and irregular expenditure) by June 2018	Not achieved	The SCM procedures were reviewed but not approved	The SCM procedures were reviewed but not approved. Deviation register has been maintained and submitted to council on a quarterly basis.	The SCM procedures were reviewed but not approved when submitted for approval in September 2017 but was never approved. The Irregular Expenditure register has not been compiled as the exercise for verification of the expenditure invoices has not yet been completed	Verification of all vouchers and tenders is in progress to identify irregular expenditure. SCM procedure manuals will be approved by end June.	1. Irregular expenditure report 2. Deviation register
		Co-ordinate development of municipal procurement plan, monitor implementation and report thereof	Procurement plan developed and implemented in 2016/2017 financial year	Procurement plan developed and implemented by June 2018 and report thereof	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Co-ordinate development and monitor implementation of Procurement plan and report thereof by June 2018	Not Achieved	Procurement plan was developed and is not completely implemented	Procurement plan was developed and is not completely implemented due to liquidity problems of the municipality.	Procurement plan was developed and is not completely implemented due to liquidity problems of the municipality.	Real budget estimates will be done to ensure projects on the SDBIP and procurement plans are cash backed. cashflow focus will be done on a monthly basis to ensure that	1. Progress report on implementation of procurement plan for 2017/2018 (2) 2018/2019 procurement plan

BUDGET AND TREASURY OFFICE 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget Amount	Funding Source	Annual Targets for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted	
													cash is available for all transactions done. Cost containment policy will be implemented to ensure that priority is given to service delivery programs. cost containment policy will be implemented to ensure that priority is given service related projects.		
			Updated and reviewed contracts and commitment register in 2016/2017 financial year	Updated and reviewed contracts and commitments register by June 2018	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Update and review contracts & commitments register and report thereof by June 2018	Achieved	Updated and reviewed contracts and commitments register	Contract register has been maintained and updated.	N/A	N/A	Updated and reviewed contracts and commitments register	
BASIC SERVICE DELIVERY AND INFRASTRUCTURAL DEVELOPMENT-10%															
Revenue Enhancement & Management	To subsidize indigent households in line with the indigent policy by June 2022	Update indigent register	Updated Indigent register in 2016/2017 financial year	Updated indigent register by June 2018	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Update indigent register by June 2018	Not achieved	Indigent register not updated	Indigent register has been updated on a monthly basis with new applications	The register has not been updated with the community members that are no longer indigent as these are not known. There has been no awareness and re-registration conducted during the year	To formulate the Indigent Committee and update the register for implementation in 2018/2019 financial year.	(1) Updated Indigent register included in the 2018/2021 MTREF budget (2) Updated indigent register.	
			subsidize indigent beneficiaries	18 600 beneficiaries subsidised with alternative energy and 6000 subsidized with free basic electricity in 2016/2017 financial year	9 300 Indigent beneficiaries subsidized with alternative energy by June 2018	Annual, Midyear and quarterly reports	6 038 922	Equitable Share	Subsidize 9 300 households with alternative energy by June 2018	Not achieved	0	Due to financial constraints, the municipality has not procured alternative energy for the residents of Mngquma	Due to financial constraints, the municipality has not procured alternative energy for the residents of Mngquma	The target is planned for 2018/2019 financial year	None
					6956 beneficiaries subsidized with free basic electricity by June 2018	Annual, Midyear and quarterly reports		Equitable Share	Subsidize 6956 households with free basic electricity by June 2018	Not Achieved	-	FBE has been provided to the beneficiaries.	Reconciliation of households who were subsidized with FBE was done.	Reconciliation will be done in 2018/2019 financial year	Eskom indigent report. Tax invoices from Eskom

BUDGET AND TREASURY OFFICE 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget Amount	Funding Source	Annual Targets for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
LOCAL ECONOMIC DEVELOPMENT-10%														
SMMEs	To provide support to SMMEs/ Co-operatives and Farmers through implementation of incubation programmes for sustainability by June 2022	Establishment of cooperative development centre	SMMEs Cooperatives programmes implemented in 2016/2017 financial year	SCM awareness for SMME/Co-operatives conducted by June 2018	Annually and Quarterly reports	-	Equitable Share	Conduct SCM awareness to SMMEs/Co-operatives by June 2018	Not Achieved	SCM awareness for SMME/Co-operatives not conducted	None	The target could not be achieved due to financial constraints experienced by the municipality	The target is planned for 2018/2019 financial year.	None
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT-10%														
Information, Communication Technology (ICT Governance)	To provide centrally co-ordinated ICT Services for municipal business continuity by June 2022	Integrate all ICT municipal programs	ICT Governance Framework adopted in 2015/2016 financial year	4 ICT programmes (Desktop Support, Network support, Information security and Systems support) implemented by June 2018	Annually and Quarterly reports	1 195 000	Equitable Share	Implement 4 ICT programmes (Desktop Support, Network support, Information security and Systems support) by June 2018	Achieved	4	Support has been provided to the end users	N/A	N/A	Annual report on implementation of: 1) Desktop Support 2) Network support 3) Information security 4) Systems support
		Provide ICT support to all directorates	ICT strategy and related policies	IT infrastructure to support EDMS installed by June 2018				Install IT infrastructure to support EDMS by June 2018	Not achieved	ICT infrastructure not installed	The EDMS has been installed but not yet functional still awaiting training.	The training for the use of EDMS and finalization of the project has not been completed due to delays between the user and the service provider.	TO facilitate the training of EDMS to the end user in the first quarter of 2019 financial year.	Annual report on ICT Infrastructure
Telephone Management	To provide standard set of rules for effective telephone and cellphone management by June 2022	Develop a procedure manual for telephone management	Telephone management policy adopted in 2015/2016 financial year	Functionality of Telephone Management System Monitored by June 2018	Annually and Quarterly reports	2 250 000	Equitable Share	Monitor functioning of Telephone Management System and report by June 2018	Not achieved	Functionality of Telephone Management System not monitored	The telephones have not been working since September 2017 due to financial constraints	Telephones have not been paid due to financial constraints	To facilitate the payment of service provider so as to have the telephones be reconnected and enable them to work.	Annual Report on monitoring of Telephone Management System
		Implement the telephone and cellphone management policies		Adherence to Cellphone and data card policy monitored by June 2018				Monitor adherence to Cellphone and Data Card Policy by June 2018	Achieved	Adherence to Cellphone and data card policy monitored	Cellphone policy has been adhered to with all requests for changes being attended to in line with it.	N/A	N/A	Annual Report on implementation of Cellphone and Data Card Policy
Municipal Administration (Council Support)	To provide administrative support for effective and efficient performance of	Develop Institutional Calendar on annual basis and ensure its implementation.	Institutional Calendar	Implementation of resolutions of Council and its committees co-ordinated by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate implementation of resolutions of Council and its committees by June 2018	Not achieved	Implementation of resolutions of Council and its committees not co-	Council resolutions were implemented.	There were delays with the implementation of the Council resolutions due to financial	Council resolutions will be implemented in the 2018/2019 financial year	Report on implementation of council resolutions for Budget and Treasury

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Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget Amount	Funding Source	Annual Targets for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments	Reason for Non-Achievement	Corrective Action	POE Submitted
	council and its committees by June 2022	Develop and monitor Resolution Register	Standing Rules of Order of Council							ordinated		constraints		
GOOD GOVERNANCE AND PUBLIC PARTICIPATION-15%														
Strategic Planning- IDP	To Co-ordinate annual review of 2017/2022 Integrated Development Plan and development of 2022/2027 Integrated Development Plan to guide municipal planning by June 2022	Develop IDP, PMS and Budget Process Plan annually Co-ordinate implementation of the IDP, PMS and Budget Process Plan	2017/2022 Integrated Development Plan developed in 2016/2017 financial year.	2018/2019 Integrated Development reviewed by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate review of 2018/2019 Integrated Development Plan by June 2018	Achieved	N/A	Budget and Treasury Office participated in the review of the 2018/2019 Integrated Development Plan	2018/2019 Integrated Development reviewed	N/A	Council Resolution on approval of 2018/2019 IDP
Performance Management (Individual)	To establish and implement PMS procedures through monitoring, review towards an increased accountability and performance improvement by June 2022	Develop and review divisional scorecards and monitor implementation	2016/2017 Divisional Scorecards	2017/2018 Divisional scorecards developed and implementation monitored by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Develop 2017/2018 Divisional scorecards and monitor implementation by June 2018	Not achieved	N/A	2017/2018 Divisional scorecards developed but implementation not monitored	Meetings were not conducted due to other institutions arrangements that took place	Performance of the directorate will be monitored during the first quarter of the financial year	1. 2017/2018 Divisional Scorecards 2. Agenda, attendance register and minutes for Directorate meetings 3. Schedule for submission of AA's and PP's
Governance System, internal controls and Auditing	To co-ordinate risk assessment and advise on strategies to minimise risk impact by June 2022	Review Risk Management Strategy, risk management committee charter Develop and implement the risk management implementation plan	Risk management strategy, risk management policy approved in 2015/2016 financial year	2017/2018 Strategic and Operational Risk Registers developed by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Develop 2017/2018 strategic and operational risk registers by June 2018	Not achieved	N/A	2017/2018 Strategic and Operational Risk Registers developed	The registers were not updated after the change in the SDBIP due to non sitting of the committee that reviews the register	the 2018/19 registers shall be prepared and updated with identified risks.	Risk register
Governance System, internal controls and Auditing	To advise and provide objective assurance on internal control systems for clean administration by June 2022	Review Audit Committee Charter, Internal Audit Charter and methodology Develop and implement internal audit plan	Audit Committee Charter, Internal Audit Charter, methodology and internal audit plan approved in 2016/2017 financial year	Internal audit plan developed and implemented by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Implement 2015/2016 Audit Action Plan, Develop and Implement 2016/2017 Audit Action Plan by June 2018	Not achieved	2015/2016 Audit Action Plan was implemented and 2016/2017 Audit Action Plan was developed	2015/2016 Audit Action Plan was implemented and 2016/2017 Audit Action Plan was developed.	2016/2017 Audit Action Plan could not be implemented due to delays in tabling to Council.	2016/2017 Audit Action Plan will be implemented in the first quarter of 2018/2019 financial year	None

COMPLIANCE AND GOVERNANCE

COMPLIANCE AND GOVERNANCE 2017/2018 ANNUAL PERFORMANCE REPORT														
Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget	Funding source	Annual Targets for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments and Way Forward	Reason for Non-Achievement	Corrective Action	POE Required
GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Internal Audit	To advise and provide objective assurance on internal control systems for clean administration by June 2022	Review Audit Committee Charter, Internal Audit Charter and methodology	Audit Committee Charter, Internal Audit Charter, methodology and internal audit plan approved in 2016/2017 financial year	Audit Committee Charter, Internal Audit Charter and Methodology reviewed by June 2018	Annual and Quarterly	Operating Budget	Equitable Share	Review Audit Committee Charter, Internal Audit Charter and Methodology by June 2018	Not Achieved	Audit Committee Charter, Internal Audit Charter and Methodology not reviewed	Developed draft Audit Committee Charter, Internal Audit Charter and Methodology but were not approved in the period under review by Audit Committee	2 Audit Committee meeting set on 10 November 2017 and 18 January 2018. A special meeting to approve the Internal Audit documents but did not sit due to unresolved matters between AC and Municipality.	New Audit Committee will be appointed in the new FY	1) Audit Committee and Internal Audit Charters, Internal Audit Plan and Methodology 2) Council Resolution on approval of the Charters, Internal Audit Plan and Methodology
				Internal audit plan developed and implemented by June 2018	Annual and Quarterly	Operating Budget	Equitable Share	Develop and implement internal audit plan by June 2018	Not Achieved	Internal audit plan developed but not implemented	The following projects from the draft annual plan were executed but were not reviewed by the Audit Committee:- 1) PMS 1 Completed 2) Mid-term performance Completed 3) PMS 3 in progress 4) Leave Management in progress 5) Expenditure Management in progress 6) Revenue & Debt Management in progress	2 Audit Committee meeting set on 10 November 2017 and 18 January 2018 to approve a documents but did not sit due to unresolved matters between AC and Municipality	New Audit Committee will be appointed in the new FY	(1) Internal Audit Plan (2) Annual Report on implementation of 2017/2018 Internal Audit Plan
				4 Audit committee meetings convened by June 2018	Annual, Midyear and quarterly reports	250 000	Equitable Share	Convene 4 audit committee meetings by June 2018	Not Achieved	2	2 Audit Committee meeting sat on 10 November 2017 and 18 January 2018 to approve a documents but did not sit due to	Non sitting of the Audit Committee	New Audit Committee will be appointed in the new FY	Agendas, Minutes and attendance registers of 4 Audit Committee meetings

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											unresolved matters between AC and Municipality			
Risk Management	To co-ordinate risk assessment and advise on strategies to minimise risk impact by June 2022	Review Risk Management Strategy, risk management committee charter	Risk management strategy, risk management policy approved in 2015/2016 financial year	Risk management strategy reviewed by June 2018	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Review risk management strategy by June 2018	Achieved	Risk management strategy reviewed	Risk Management was reviewed and approved with the proposed changes	-	-	(1) Risk Management Strategy (2) Council Resolution on approval of Risk Management Strategy
		Develop and implement the risk management implementation plan		Risk management plan developed and implemented by June 2018	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Develop and implement risk management plan by June 2018	Not Achieved	Risk management plan developed but not implemented	The Risk Management plan was developed and approved by the risk management committee	The risk committee was only held during the 2016/2017 financial year on the 13 June 2017	To facilitate sitting of risk committee during the first quarter of the financial year	(1) Risk Management Plan (2) Agenda, attendance register and minutes for the Risk Management Committee (3) Report on implementation of the Risk Management Plan
				2017/2018 Strategic and Operational Risk Registers developed by June 2018	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Develop 2017/2018 strategic and operational risk registers by June 2018	Not Achieved	2017/2018 Strategic and Operational Risk Registers not developed	2017/18 Strategic and Operational risk register were developed	The Strategic and Operational Risk Registers were developed and were submitted to the Audit Committee for noting; however the risk management committee has not yet been approved	To facilitate approval of Strategic and Operational Register during the first quarter of the financial year	2017/18 Strategic and Operational Risk register
				2017/2018 strategic and operational risk registers reviewed, monitored and evaluated by June 2018	Annual, Midyear and quarterly reports	Operating Budget	Equitable Share	Review, monitor and evaluate 2017/2018 strategic and operational risk registers by June 2018	Not Achieved	2017/2018 strategic and operational risk registers not reviewed, monitored and evaluated	The reviews of the risk registers were last conducted on the second quarter; the Risk Assessment workshop was conducted instead on 19-20 June 2018 and the draft 2018/19 Strategic Risk Register was developed	The Risk Committee could not sit to review the report due to the resignation of the Chairperson and other members of the committee	Facilitate appointment of the Risk Management Committee Chairperson and conduct the Risk Assessment Workshop to develop the Draft Operational Risk Registers	1) Final 2017/2018 Strategic and Operational Risk Registers 2) Attendance register for risk assessment workshop

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				2 risk management committee meetings convened by June 2018	Annual, Midyear and quarterly reports	75 000	Equitable Share	Convene 2 risk management committee meetings by June 2018	Not Achieved	0	Risk Committee Chairperson resigned in the period under review and the position was advertised	The Risk Committee could not be convened as planned due to the resignation of the chairperson	Re-Establish the Risk Management Committee	Resignation letter
Strategic Planning- IDP	To Co-ordinate annual review of 2017/2022 Integrated Development Plan and development of 2022/2027 Integrated Development Plan to guide municipal planning by June 2022	Develop IDP, PMS and Budget Process Plan annually Co-ordinate implementation of the IDP, PMS and Budget Process Plan	2017/2022 Integrated Development Plan developed in 2016/2017 financial year.	2018/2019 Integrated Development Plan reviewed by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	Co-ordinate review of 2018/2019 Integrated Development Plan by June 2018	Achieved	2018/2019 Integrated Development reviewed	Compliance and Governance Contributed in the review of 2018/2019 Integrated Development Plan	N/A	N/A	Council Resolution on approval of 2018/2019 IDP
Performance Management (Individual)	To establish and implement PMS procedures through monitoring, review towards an increased accountability and performance improvement by June 2022	Develop and review divisional scorecards and monitor implementation	2016/2017 Divisional Scorecards	2017/2018 Divisional scorecards developed and implementation monitored by June 2018	Annual and Quarterly reports	Operating Budget	Equitable Share	2017/2018 Divisional scorecards developed and implementation monitored by June 2018	Not Achieved	2017/2018 Divisional scorecards developed and implementation not monitored	Divisional scorecards were developed and forwarded to Corporate services Not all Directorate meetings were convened in the period under review	Directorate meetings could not be convened in the first quarter due to other institutional commitments	Directorate meetings will be convened as scheduled in the institutional calendar	1. 2017/2018 Reviewed Divisional scorecards 2. Agenda, attendance registers and minutes of the Directorate meetings 3. Schedule for submission of AA's and PP's
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT														
Legal Services	To provide Legal advice to the Municipality and monitor compliance on legal matters to reduce number	(1) Monitor the implementation of Legal Compliance Register	Legal Compliance and case Registers	Compliance Register monitored by June 2018	Annually and Quarterly reports	Operating Budget	Equitable Share	Monitor legal compliance register by June 2018	Achieved	Compliance Register monitored	Developed compliance register and report on all forwarded matters for the 17/18 FY	N/A	N/A	Compliance Registers and Reports

COMPLIANCE AND GOVERNANCE 2017/2018 ANNUAL PERFORMANCE REPORT

Priority Area	IDP Objective	IDP Strategy	Baseline	Indicator	Measurement source	Budget	Funding source	Annual Targets for 2017/2018	Achieved / Not Achieved	Actual Performance	Comments and Way Forward	Reason for Non-Achievement	Corrective Action	POE Required
	of litigations and claims by June 2022	(2) Update and monitor case register		Updated case register by June 2018				Update case register by June 2018	Achieved	Case register updated	Updated case register and report for the 17/18 FY 52 Reported cases 26 Dismissed and Settled cases 23 Pending cases 3 Actions and Application	N/A	N/A	Updated Case Registers and Reports

COMPARISON OF PERFORMANCE BETWEEN 2016/2017 AND 2017/2018

2016/2017 PERFORMANCE PER DIRECTORATE					2017/2018 PERFORMANCE PER DIRECTORATE				
Directorate	No. of targets set for the financial year	No. of targets achieved	No. of targets not achieved	Achieved in terms of %	Directorate	Nr of Targets set for the financial Year	Nr of Targets Achieved	Nr of Targets Not Achieved	Achieved in terms of %
Infrastructure Planning and Development	24	18	6	75%	Infrastructure planning & Development	28	10	18	38%
Community Services	17	16	1	94%	Community Services	16	13	3	81%
Local Economic Development	14	10	4	71%	Local Economic Development	17	7	10	41%
Strategic Management	21	14	7	67%	Strategic Management	20	15	5	75%
Compliance and Governance	11	5	6	45%	Compliance and Governance	12	4	8	33%
Budget and Treasury Office	29	18	11	62%	Budget Treasury Office	34	10	24	29%
Corporate Services	33	22	9	67%	Corporate Services	25	15	10	60%
TOTALS	149	104	45	70%	Total	152	74	78	47%

INTRODUCTION

ORGANISATIONAL DEVELOPMENT

Organisational Design, Recruitment and Selection

In the year under review the Organisational Structure was developed and approved as follows:

- Total number of positions = 532
- Total number filled = 13
- Total number vacant = 23
- Total number budgeted and filled in year under review = 13

Labour Relations Function

In 2017/2018 financial year 1 Local Labour Forum meeting and 3 Technical LLF meetings were held. The following issues were discussed between the employer and the employee during the year under review:

- Standardization of salaries
 - Rental allowance
 - Payment of 13th cheque on the birth month of an employee
 - Job evaluation results
-
- Total number of Disciplinary cases was = 5
 - ✓ Number of cases resolved = 5
 - ✓ Number of cases unresolved = 0

Training and Development

In the year under review the municipality approved and implemented the Training Plan as follows:

- Total Number of councillors trained= 15
- Total Number of Senior Managers= 1
- Total Number of Managers= 0
- Total Number of Clerks= 0
- Total Number of Foreman and Artisans= 0
- Total Number of General Workers=0

Occupational Health and Safety

In the year under review the municipality established the Health and Safety Committee; and appointed the Health and Safety Representatives. Protective Clothing is distributed as and when the need arises.

Employee Wellness

In the year under review the following Employee Wellness programmes were conducted:

- Health Screening Examination
- Emotional Therapy Workshop
- Education Awareness Campaign

Employment Equity

The municipality reviewed Employment Equity Plan in 2017/2018 financial year.

Four EEP programmes were implemented in the financial year under review

- Sitting of EEP Committee
- EEA2, EEA4 report submission
- Employment Analysis

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

EMPLOYEE TOTALS

Description	Year 2017/2018			
	Approved Posts	Filled Positions	Vacancies	Budgeted and Filled current year
	No.	No.		
Municipal Manager's Office	15	13	02	3
Corporate Services Directorate	108	103	05	4
Budget and Treasury Office	49	46	3	1
Community Services Directorate	248	242	2	1
Infrastructural Planning & Development Directorate	77	72	05	2
Strategic Management Directorate	20	19	01	1
Local Economic Development	15	14	01	1
Totals	532	509	23	13

Vacancy Rate			
Designations	*Total Approved Posts	*Vacancies (Total time that vacancies exist using fulltime equivalents)	*Vacancies (as a proportion of total posts in each category)
Municipal Manager's Office	15	0,54	3
Corporate Services Directorate	108	2,41	4
Budget and Treasury Office	49	2,1	3
Community Services Directorate	248	6,24	5
Infrastructural Planning & Development Directorate	77	1,03	4
Strategic Management Directorate	20	1	2
Local Economic Development	15	0,23	1
Totals	532	13,55	22

Vacancy Rate: Year 2017/2018			
Designations	*Total Approved Posts No.	*Vacancies (Total time that vacancies exist using fulltime equivalents) No.	*Vacancies (as a proportion of total posts in each category) %
Municipal Manager	1	0,35	1
CFO	1	0,35	1
Other S56 Managers (excluding Finance Posts)	5	0,25	0,00
Other Managers (Finance posts)	1	0	0
Police officers	119	1,8	8
Fire fighters	N/A	N/A	N/A
Senior management: Levels 13-15 (excluding Finance Posts)	30	0,25	0,25
Senior management: Levels 13-15 (Finance posts)	6	3	3
Highly skilled supervision: levels 9-12 (excluding Finance posts)	139	0,20	4
Highly skilled supervision: levels 9-12 (Finance posts)	13	0,35	6
Semi skilled and elementary levels 3-9	217	0,19	14
Total	532	6,74	23.,25

Turn-over Rate			
Details	Total Appointments as of beginning of Financial Year No.	Terminations during the Financial Year No.	Turn-over Rate*
Year -17/18	532	29	0.05%
Year -16/17	536	38	0.07%

COMMENT ON VACANCIES AND TURNOVER

The Municipality has Staff retention and attraction policy that address the turnover rate.

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

Mnquma Local Municipality has reviewed Employment Equity Plan; to ensure fair, efficient, effective and transparent personnel administration in accordance with the Employment Equity Act and other relevant legal prescripts.

4.2 POLICIES

HR Policies and Plans					
	Name of Policy	Completed %	Reviewed %	Date of the first adoption by council or comment on failure to adopt	Date of review by Council
1	Affirmative Action	100	0%	28 February 2014	Not yet reviewed
2	Attraction and Retention	100	100%	18 November 2009	30 May 2018
3	Code of Conduct for employees	100	100%	18 November 2009	30 May 2018
5	Disciplinary Code and Procedures	100	100%	None - using SALGBC Collective	30 May 2018
7	Employee Assistance / Wellness	100	100%	18 November 2009	October 2014
8	Employment Equity	100	0%	31 March 2014	30 May 2018
9	Exit Management	100	100%	13 March 2009	October 2014
10	Grievance Procedures	100	0%	None – using SALGBC Collective Agreement	Collective Agreement
11	HIV/Aids	100	100%	23 March 2009	October 2014
12	Human Resource and Development	100	100%	23 March 2009	October 2014
15	Leave	100	100%	23 March 2009	30 May 2018
16	Occupational Health and Safety Strategy	100	100%	23 March 2009	30 May 2018
20	Official Working Hours and	100	100%	23 March 2009	October 2014

HR Policies and Plans					
	Name of Policy	Completed %	Reviewed %	Date of the first adoption by council or comment on failure to adopt	Date of review by Council
	Overtime				
21	Organisational Rights	100	100%	SALBGC Collective Agreement	June 2012
22	Payroll Deductions	100	100%	13 March 2009	October 2014
23	Performance Management and Development	100	100%	30 June 2008	October 2014
24	Recruitment, Selection and Appointments	100	100%	12 September 2007	October 2014
25	Remuneration Scales and Allowances	100	100%	18 November 2009	October 2014
27	Sexual Harassment	100	100%	July 2013	October 2014
28	Skills Development	100	100%	23 March 2009	October 2014
29	Smoking	100	100%	July 2013	October 2014
31	Organisational Design	100	100%	29 March 2009	October 2014

2017/2018 Sick Leave and related costs					
Salary Band	Total Sick Leave	Employees using sick leave	Total employees in the post	*Average sick leave per employees	Estimated Cost
	Days	No.	No.	Days	R'000
Lower Skilled (levels 1-2)					
Skilled (Levels 3-5)	15958	84	214	31,42	501 400,36
Highly Skilled supervision (levels 6-8)	9587	59	129	18,88	181 002,56
Highly Skilled Supervision (levels 9-12)	7905	69	113	15,57	123 080,85
Senior Management (levels 13-19)	3289	27	46	6,48	21 312,72
MM and S56	479	1	6	0,95	455,05
Total	37218	240	508	73,30	827 251,54

COMPONENT C: INJURIES, SICKNESS AND SUSPENSIONS

4.3 INJURIES AND SICKNESS

Number and Cost of Injuries on Duty					
Type of injury	Injury Leave Taken Days	Employees using injury leave No.	Proportion employees using sick leave %	Average Injury Leave per employee Days	Total Estimated Cost R'000
Basic medical attention	N/A	N/A		N/A	N/A
Temporal Total Disablement	N/A	N/A	N/A	N/A	N/A
Permanent Disablement	N/A	N/A	N/A	N/A	N/A
Fatal Incident	N/A	N/A	N/A	N/A	N/A
Total	0	0	0	0	0

4.4 SUSPENSIONS

Number and Period of Suspension						
Name	Position/Rank	Nature of Alleged Misconduct	Date of Suspension	Date of Disciplinary Hearing	Date finalized	Out Come of Case
There were no suspensions in the year under review						
DISPUTES LODGED TO SOUTH AFRICAN BARGAINING COUNCIL FOR YEAR 2017/2018						
Name	Rank & Level	Nature of Dispute	Date of the Conciliation/ Disciplinary	Date of the arbitration hearing	Dispute resolved	Arbitration award
Ms Mpeta	Manager Internal Audit	Unfair Dismissal	18/02/2016	28/07/2017	Resolved	Municipality reached settlement agreement
Ms Siyongwana	Accountant-Financial Reporting	Unfair Labour Practice	09/11/2017	26/02/2018	Resolved	The matter was withdrawn
Ms A. Ngeyakhe	Administration Assistant-Leave	Unfair Labour Practice	21/02/2018	26/04/2018	Resolved	Compensation and placed at Task Grade 09
Ms X. Mpengesi	Team Leader	Unfair Labour Practice	26/02/2018	26/04/2018	Resolved	Compensation and placed at Task Grade 04
Mr L. Ncaza	Admin Assistant: Community Services	Absent at Work without Pay	02/03/2018	None	Resolved	Recommendation was a Written Warning

Disciplinary Action Taken on Cases of Financial Misconduct			
Position	Nature of Alleged Misconduct and Rand Value of any loss to the Municipality	Disciplinary action taken	Date Finalised
None in the financial year under review			

4.5 PERFORMANCE REWARDS

Performance Rewards				
Designations	Beneficiary profile			
	Total number of employees in group	Number of beneficiaries	Expenditure on rewards 2017/2018 R' 000	Proportion of beneficiaries within group %
S54A and S56	7	6	652 754	86
Total	7	6	652 754	86
<i>Has the statutory municipal calculator been used as part of the evaluation process?</i>				Yes

COMMENT ON PERFORMANCE REWARDS:

Reward for 2016/2017 performance was awarded to section 56 managers in the financial year under review (December 2017). Payment of performance rewards for Section 56 Managers was in line with the signed Performance agreements and 2006 performance regulations for the Municipal Manager and Managers directly accountable to the Municipal Manager

4.6 SKILLS DEVELOPMENT AND TRAINING

Skills Matrix														
Management level	Gender	Employees in post as at 30 June 2018	Number of skilled employees required and actual as at 30 June 2018											
			Learner ships			Skills programmes & other short courses			Other forms of training			Total		
			No.	Actual: End of Year 2016/17	Actual: End of 2017/18	Year 2018/19 Target	Actual: End of Year 2016/17	Actual: End of 2017/18	Year 2018/19 Target	Actual: End of Year 2017/18	Actual: End of 2017/18	Year 2018/19 Target	Actual: End of Year 2016/17	Actual: End of 2017/18
MM and s56	Female	2	1	0	0	2	1	0	0	0	0	3	1	0
	Male	5	3	0	0	5	0	0	0	0	0	8	0	0
Councillors, senior officials and managers	Female	50	8	7	6	0	2	45	0	0	0	8	9	51
	Male	55	17	5	5	0	1	37	0	0	0	17	6	42
Technicians and associate professionals*	Female	3	0	0	0	2	0	10	0	0	0	2	0	10
	Male	3	0	0	0	4	0	12	0	0	0	4	0	12
Professionals	Female	101	0	0	0	16	0	15	0	0	0	16	0	15
	Male	54	0	0	0	0	0	5	0	0	0	0	0	5
Sub total	Female	312	9	7	6	18	3	80	0	0	0	29	10	76
	Male	117	20	5	5	6	1	54	0	0	0	29	6	59
Total		429	29	12	11	24	4	124	0	0	0	58	16	135
*Registered with professional Associate Body e.g. CA (SA)														T

Skills Development Expenditure										
Management level	Gender	Employees as at the beginning of the financial year	Original Budget and Actual Expenditure on skills development Year 2017/2018							
			Learnerships		Skills programmes & other short courses		Other forms of training		Total	
			No.	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual	Original Budget
MM and S57	Female	2		0	0	0	0	0	0	0
	Male	5		0	0	0	0	0	0	0
Legislators, senior officials and managers	Female	50	250,000.00	242,028	10,000.00	3,887.34	0	0	260,000.00	245,915.34
	Male	55	250,000.00	201,690	5,000.00	1,943.67	0	0	255,000.00	203,633.67
Professionals	Female	101	0	0	0	0	0	0	0	0
	Male	54	0	0	0	0	0	0	0	0
Technicians and associate professionals	Female	3	0	0	0	0	0	0	0	0
	Male	3	0	0	0	0	0	0	0	0
Clerks	Female	64	0		0	0	0	0	0	0
	Male	29	0	0	0	0	0	0	0	0
Service and sales workers	Female	16	0	0	0	0	0	0	0	0
	Male	58	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0		0	0	0	0	0
	Male	34	0	0	0	0	0	0	0	0
Elementary occupations	Female	67	0	0	0	0	0	0	0	0
	Male	112	0	0	0	0	0	0	0	0
Total		538	500,000.00	443,718.00	15,000.00	5,831.01	0	0	515,000.00	449,549.01

COMMENT ON SKILLS DEVELOPMENT AND RELATED EXPENDITURE AND ON THE FINANCIAL COMPETENCY REGULATIONS:

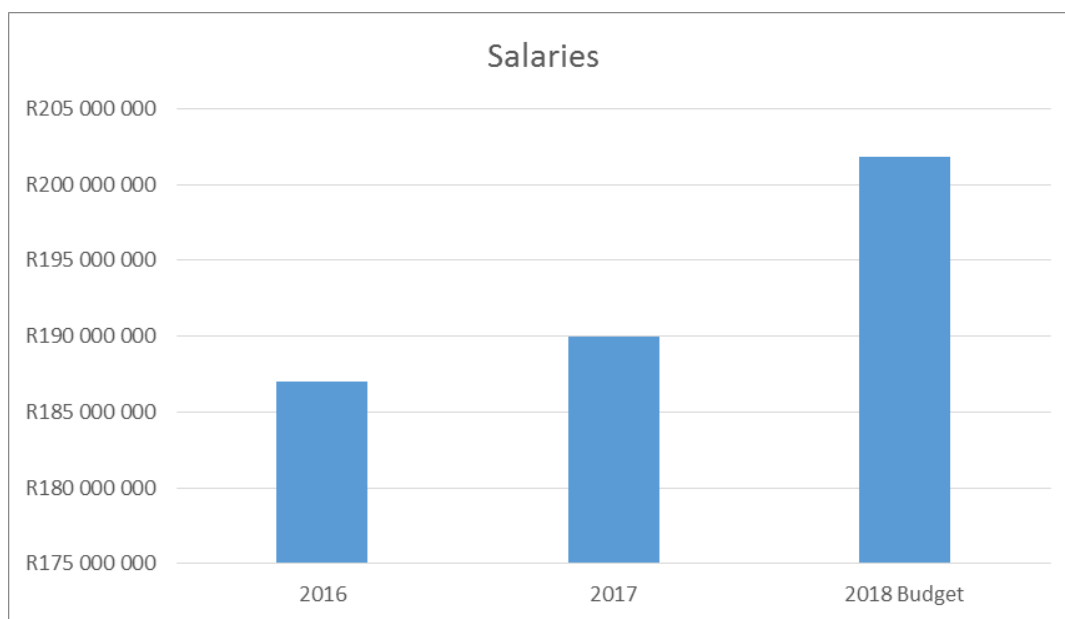
The municipality has spent over R512 000.00 on skills development.

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

INTRODUCTION TO WORKFORCE EXPENDITURE

In the year under review, Mquma Local Municipality has seen the salaries increase by 1.36% as compared to the 2017 salaries. The municipality's budgeted expenditure is 7.36% above the 2018 salaries mainly attributable to the increase in salaries as per the collective agreement. The municipality has also made use of EPWP funding in order to beef up personnel on those special projects rather than creating new positions and increase the expenditure in the budget.

4.7 EMPLOYEE EXPENDITURE



Growth on salaries and wages is based on salary and wage collective agreement and projected CPI, Personnel expenditure increase for Section 56 Manager's the CPI extracted in Circular 20/2017, Personnel expenditure

increase for Councillors is based on 5% increases for 2017/2018 as per gazette no 41335 and general expenses based on the circular released by National Treasury.

Employees Whose Salary Levels Exceed The Grade Determined By Job Evaluation				
Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Job evaluation results for 2015/2016 and 2016/2017 financial year were not implemented.				

CHAPTER 5 – FINANCIAL PERFORMANCE

COMPONENT A: FINANCIAL STATEMENTS

INTRODUCTION TO FINANCIAL STATEMENTS

Note: Statements of Revenue Collection Performance by vote and by source are included at Appendix K.

This component provides an overview of the financial performance of the municipality and focuses on the financial health of the municipality.

Revenue Collection Performance by Vote						
R' 000						
Vote Description	Year -1	Current: Year 0			Year 0 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
BUDGET & TREASURY OFFICE	236 946	263 138	263 138	272 729	104%	104%
CORPORATE SERVICES	5 087	708	708	148	21%	21%
COMMUNITY SERVICES	7 731	18 800	18 800	3 288	18%	18%
INFRASTRUCTURAL PLANNING AND DEVELOPMENT	92 219	72 701	72 701	26 001	36%	36%
Total Revenue by Vote	341 983	355 347	355 347	302 166	85%	85%
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A3						

5.1 STATEMENTS OF FINANCIAL PERFORMANCE

Description	2016/17	Budget Year 2017/18					
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	YearTD budget	YTD variance	YTD variance
R thousands	R'000	R'000	R'000	R'000	R'000	R'000	%
Revenue By Source							
Property rates	19 472	19 472	19 472	19 769	19 472	297	2%
Service charges - refuse revenue	4 100	4 100	4 100	4 887	4 100	788	19%
Rental of facilities and equipment	2 317	3 203	3 203	2 364	3 203	(839)	-26%
Interest earned - external investments	4 500	5 661	5 661	3 586	5 661	(2 076)	-37%
Interest earned - outstanding debtors	4 525	5 383	5 383	6 593	5 383	1 210	22%
Fines, penalties and forfeits	2 201	9 057	9 051	325	9 057	(8 732)	-96%
Licences and permits	1 000	1 015	1 015	1 066	1 015	50	5%
Agency services	4 283	3 900	3 900	3 552	3 900	(348)	-9%
Transfers and subsidies	229 071	231 062	231 227	231 293	231 062	232	0%
Other revenue	972	1 200	1 200	2 524	1 200	1 324	110%
Gains on disposal of PPE	590	1 100	1 100	205	1 100	(895)	-81%
Total Revenue (excluding capital transfers and contributions)	273 029	285 153	285 312	276 164	285 153	(8 989)	-3%
Expenditure By Type							
Employee related costs	154 386	175 121	175 121	174 155	189 714	(15 559)	-8%
Remuneration of councillors	27 021	26 687	26 687	29 236	26 687	2 549	10%
Debt impairment	3 000	11 893	11 893	784	11 893	(11 109)	-93%
Depreciation & asset impairment	47 099	113 084	113 084	59 261	113 084	(53 824)	-48%
Finance charges	2 024	940	940	3	940	(937)	-100%
Bulk purchases	7 000	9 039	9 039	3 501	9 039	(5 538)	-61%
Other materials	6 698	6 376	5 576	1 088	6 376	(5 289)	-83%
Contracted services	7 349	10 844	12 119	13 400	10 844	2 556	24%
Other expenditure	68 551	28 047	40 553	35 879	28 047	7 832	28%
Loss on disposal of PPE						-	
Total Expenditure	323 128	382 030	395 012	317 307	396 624	(79 317)	-20%
Surplus/(Deficit)	(50 099)	(96 877)	(109 700)	(41 143)	(111 471)	70 328	(0)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	62 785	68 776	71 902	26 001	68 776	(42 775)	(0)
Surplus/(Deficit) after capital transfers & contributions	12 686	(28 101)	(37 798)	(15 142)	(42 695)		

5.2 GRANTS

Grant Performance R' 000						
Description	Year -1	Year 0			Year 0 Variance	
	Actual R'000	Budget R'000	Adjustments Budget R'000	Actual R'000	Original Budget (%)	Adjustments Budget (%)
Operating Transfers and Grants						
National Government:						
Equitable share	229 531	236 145	236 145	235 662	100%	
Municipal Systems Improvement	221 906	227 129	227 129	227 129	100%	100%
Finance Management Grant	1 625	1 700	1 700	1 414	84%	84%
EPWP	1 000	2 316	2 316	2 316	100%	100%
INEP	5 000	5 000	5 000	4 803	96%	96%
Provincial Government:						
Health subsidy	-	-	-	-		
Housing						
Ambulance subsidy						
Sports and Recreation						
Other transfers/grants [insert description]						
District Municipality:						
[insert description]	-	-	-	-		
Other grant providers:						
[insert description]	-	-	-	-		
Total Operating Transfers and Grants	229 531	236 145	236 145	235 662		
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. Full list of provincial and national grants available from published gazettes.						

5.3 ASSET MANAGEMENT

INTRODUCTION TO ASSET MANAGEMENT, FLEET AND LOGISTICS MANAGEMENT

During the year under review, Asset Management involved the following broad principles:

- **Planning and budgeting**

Planning, budgeting, and reporting of assets are integrated with broader planning processes, within Directorates i.e. included in the IDP of the municipality.

- **Monitoring and reporting**

The municipal management should oversee the utilization, safeguarding and maintenance of assets and the appropriate reporting for regulatory and decision purposes.

- **Systems of delegation and accountability**

Ownership and control of all assets are to be fully defined. Accountability and reporting requirements for both ownership and control are to be determined and clearly communicated.

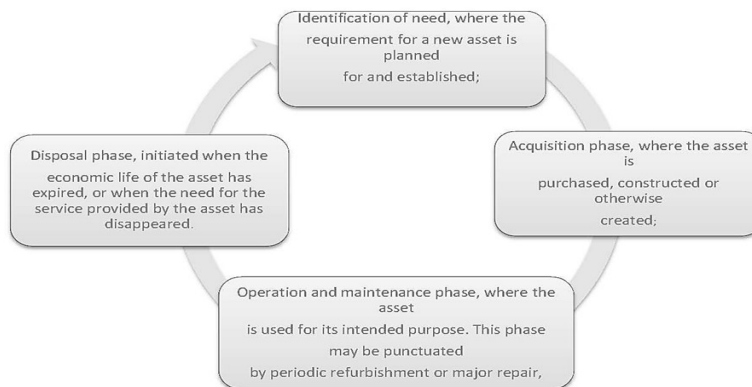
- **Safeguarding and maintaining of municipal assets**

Clear segregation of functions in asset custody. Physical security of assets should be enforced throughout the entity. This division is responsible for the development and the implementation of the:

- **Roles and Responsibilities**

Although authority has been delegated, the responsibility to ensure adequate physical control over each asset remains with the head of Directorate.

The phases through which an asset passes during its life are:



Key issues under development

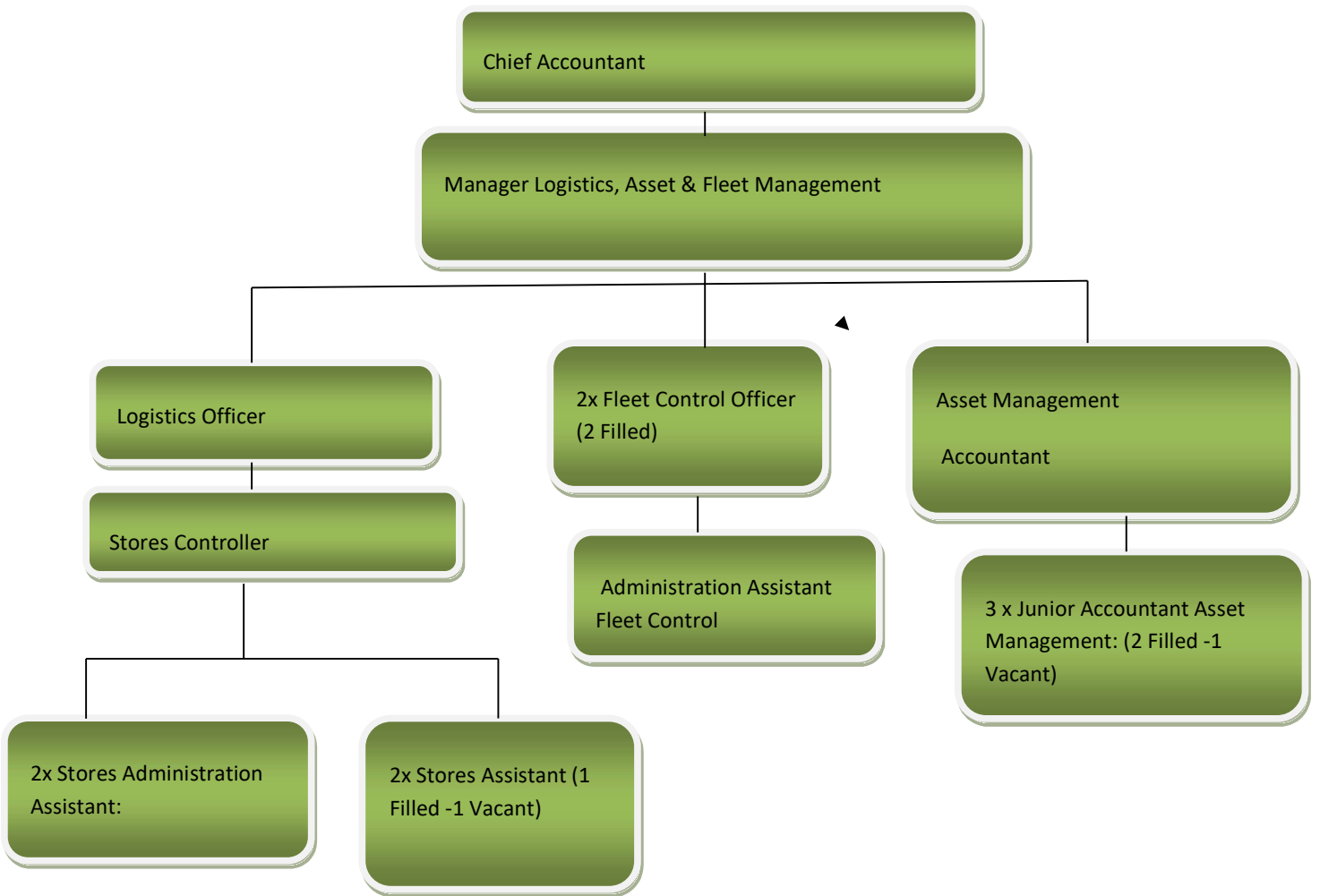
During each Financial Year, asset verification is done as prescribed by GRAP standards and parts of the annual financial statements. Asset verification is done to ensure existence and completeness of the Asset Register. During verification condition assessment is done to ensure that all assets are in good condition if not, are recommended for disposal.

The Fleet Management System was installed in 2017/18 financial year.

The key development issues involve and include the capacitation of the officials in the division so that they are fully apprised of all GRAP updates and new GRAP standards.

ASSET, FLEET AND LOGISTICS MANAGEMENT STRUCTURE

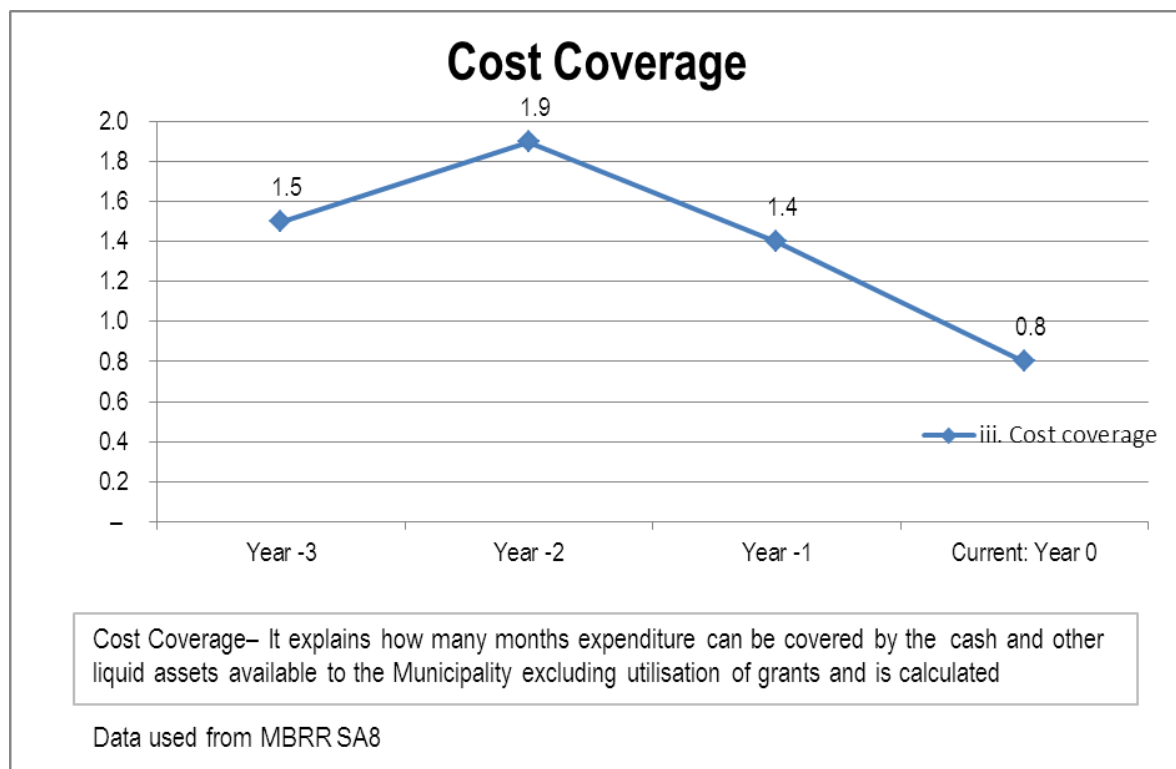
Figure 1 – Assets, Fleet and Logistics Management Structure



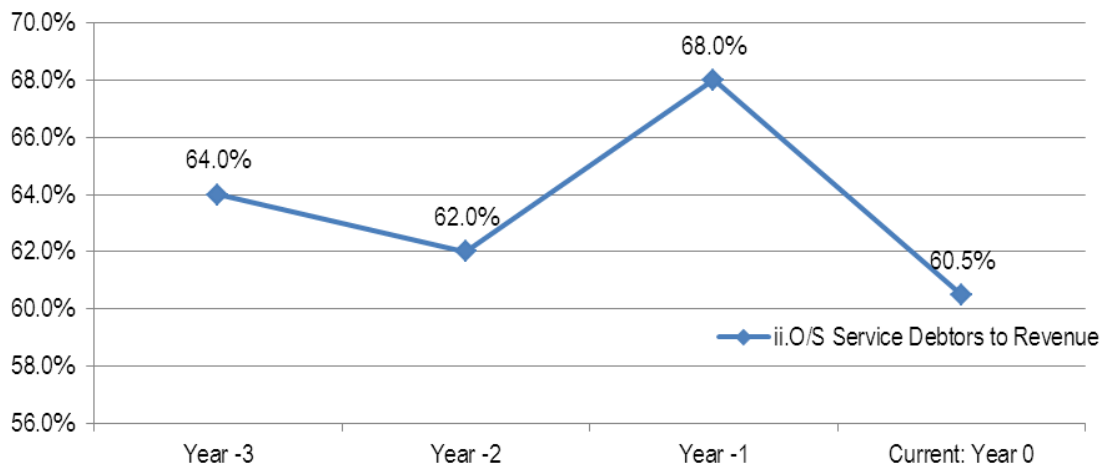
Repairs and Maintenance Expenditure on Moveable Assets: Year 2016/2017				
R' 000				
	Original Budget	Adjustment Budget	Actual	Budget variance
Repairs and Maintenance	2 002 829	3 652 829	1 329 878.59	2 322 951

The repairs and maintenance expenditure for municipal fleet was 37% of the adjusted budget. Asset utilization is monitored in order to reduce the possible negligence which may lead to excessive maintenance costs. Maintenance of municipal assets is maintained regularly

5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

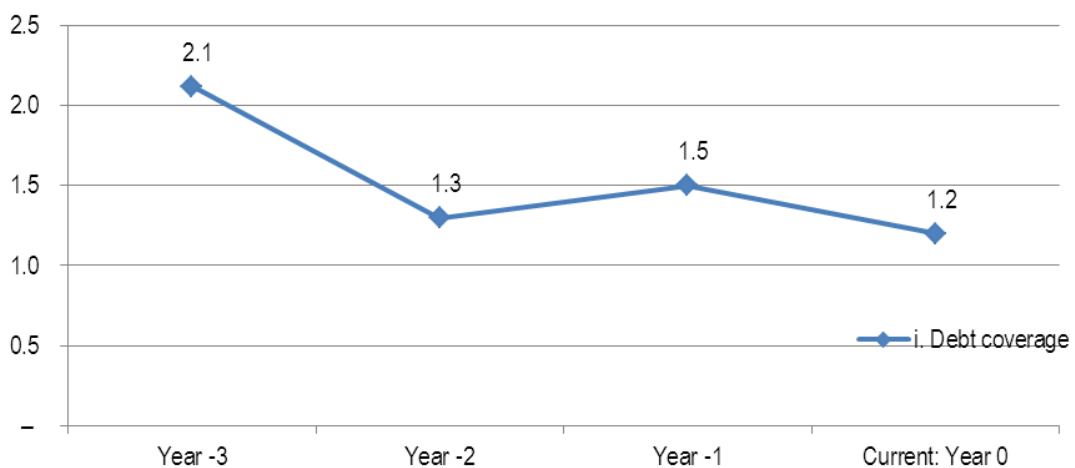


Total Outstanding Service Debtors



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

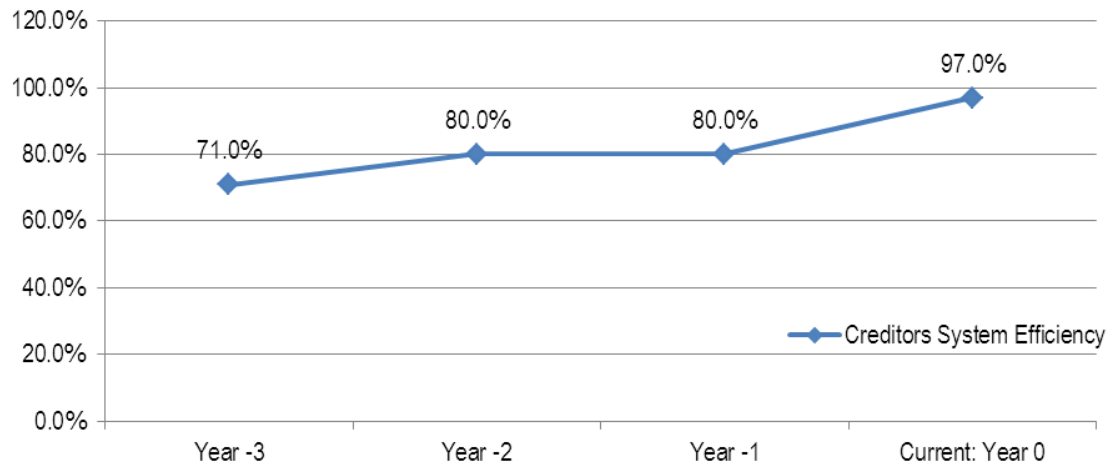
Debt Coverage



Debt Coverage– The number of times debt payments can be accommodated within Operating revenue (excluding grants) . This in turn represents the ease with which debt payments can be accommodated by the municipality

Data used from MBRR SA8

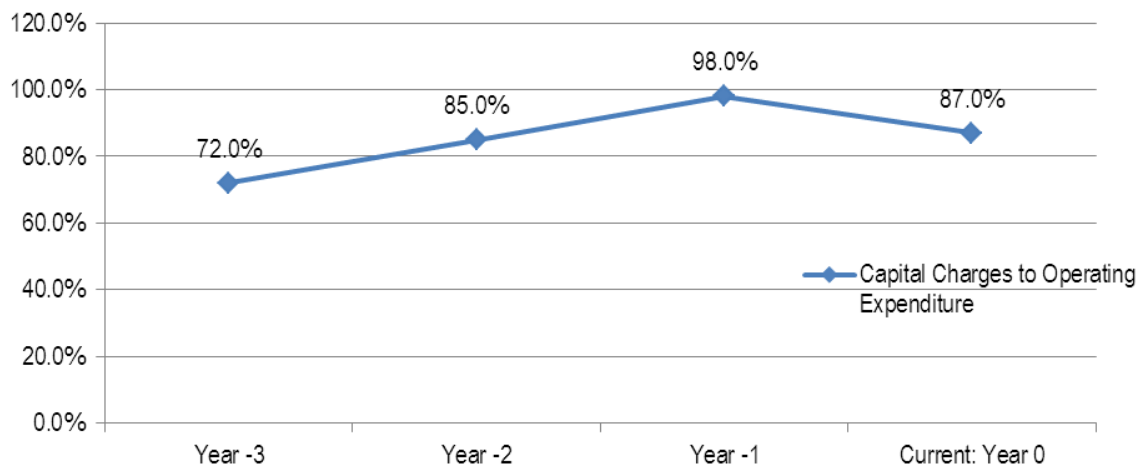
Creditors System Efficiency



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

Data used from MBRR SA8

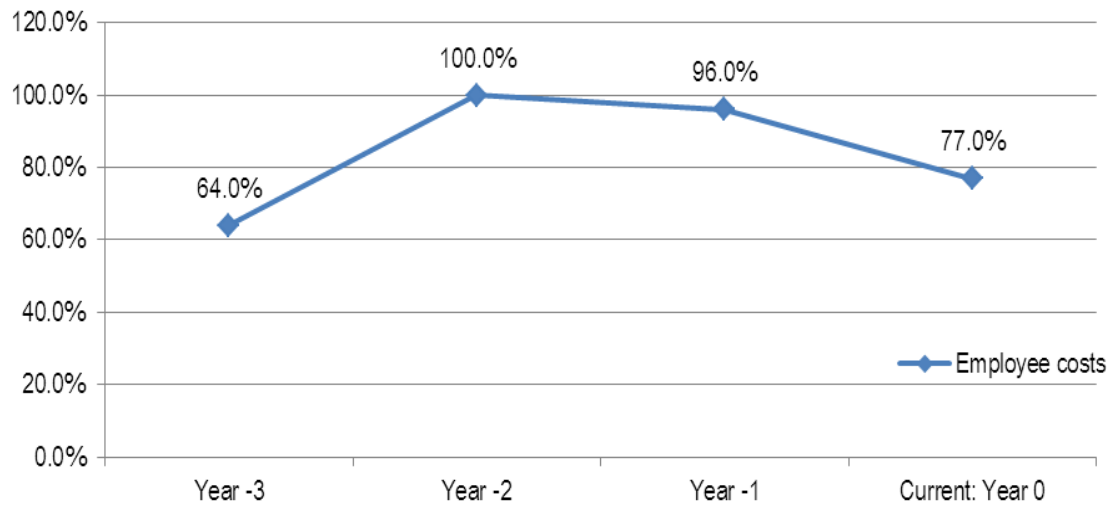
Capital Charges to Operating Expenditure



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

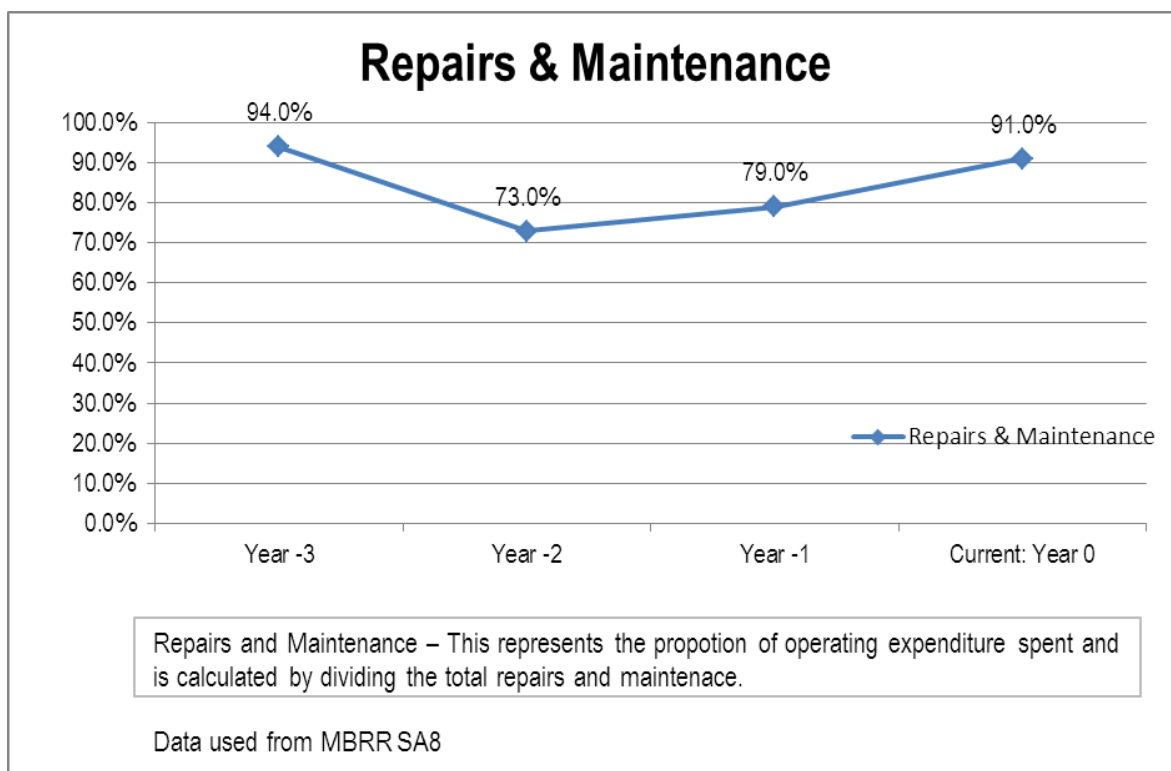
Data used from MBRR SA8

Employee Costs



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

Data used from MRRP SA8



COMMENT ON FINANCIAL RATIOS:

The above financial ratios indicate sound and stable municipality from a financial point of view. The municipality is able to fund its operating costs whilst slowly building reserves for capital replacement.

Mechanisms, procedures and controls have been strengthened during the year under review for revenue and expenditure management.

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

INTRODUCTION TO SPENDING AGAINST CAPITAL BUDGET

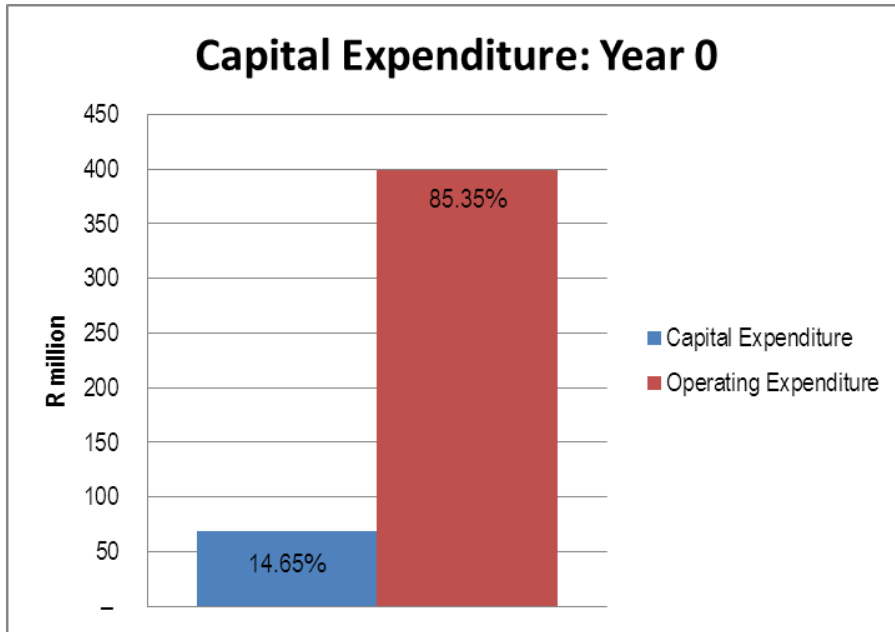
Capital projects in the year under review were funded through Municipal Infrastructure Grant, Integrated National Electricity Programme and Equitable Share.

The five largest capital projects constitute 36% (R25 366 278) of the total capital expenditure. All these projects were funded through the MIG grant. T.5.7.1 below has more details regarding these projects.

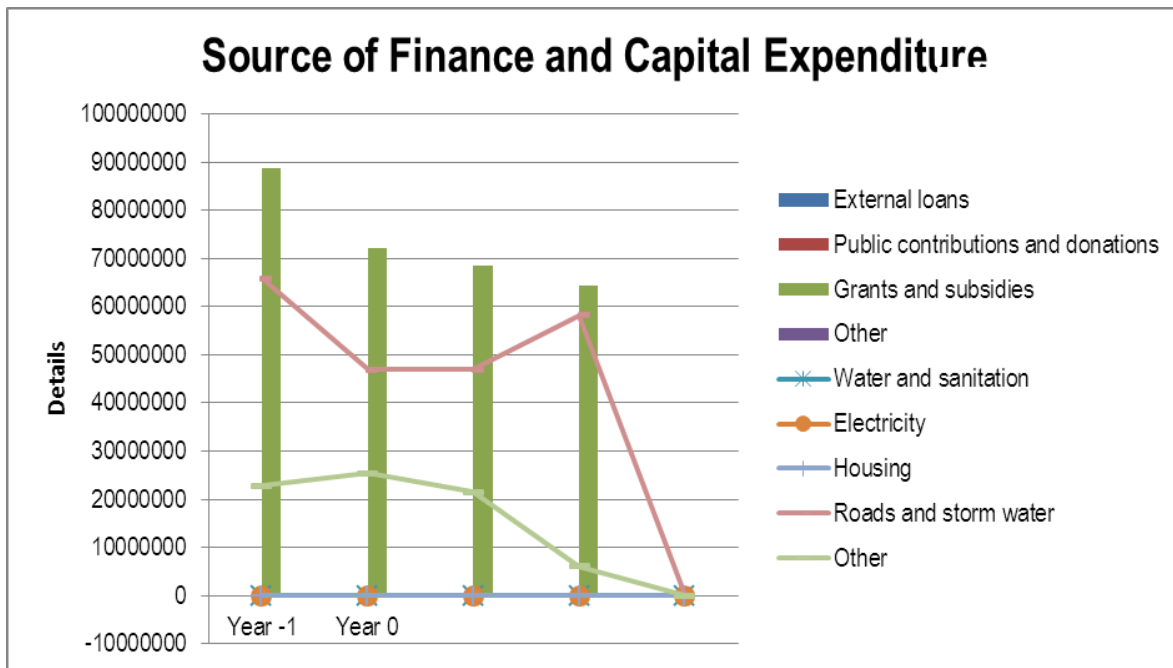
The five largest capital projects constitute 14% (R13.4million) of the total capital expenditure. All these projects were funded through the MIG grant. T.5.7.1 below has more details regarding these projects.

Appendices M (relating to the new works and renewal programmes), N (relating to the full programme of full capital projects, and O (relating to the alignment of projects to wards).

5.5 CAPITAL EXPENDITURE



5.6 SOURCES OF FINANCE



COMMENT ON SOURCES OF FUNDING:

During the 2017/2018 financial year the municipality has spent 6% of the total budget on Capital projects and 53% of the total budget on operating expenditure.

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Capital Expenditure of 5 largest projects*					
R' 000					
Name of Project	Current: Year 0			Variance: Current Year 2017/2018	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)
Construction of Gubevu to Sawutana access road	3 256 959	3 756 959	4 515 466	139%	121%
Construction of Macibe access road	5 069 884	5 069 884	4 361 993	86%	86%
Construction of Mpahleni Access Road	6 020 178	6 020 178	4 217 546	70%	70%
Construction of Kotana outdoor sports facility	6 868 757	6 868 757	5 399 005	79%	79%
Construction of blue sky access road	3 650 500	3 650 500	2 383 959	66%	66%
* Projects with the highest capital expenditure in Year 0					
Name of Project - A	Kotana outdoor sports facility				
Objective of Project	Outdoor sportsfield				
Delays	None				
Future Challenges	n/a				
Anticipated citizen benefits					
Name of Project - B	Construction of Gubevu access road				
Objective of Project	Access road				
Delays	None				
Future Challenges	n/a				
Anticipated citizen benefits					
Name of Project - C	Construction of Macibe access road				
Objective of Project	Access Road				
Delays	None				
Future Challenges	n/a				
Anticipated citizen benefits					
Name of Project - D	Construction of Mpahleni access road				
Objective of Project	Access Road				
Delays	None				
Future Challenges	n/a				
Anticipated citizen benefits					
Name of Project - E	Construction of Kotana sports facility				
Objective of Project	Sports Facility				

Capital Expenditure of 5 largest projects* R' 000					
Name of Project	Current: Year 0			Variance: Current Year 2017/2018	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)
Delays	None				
Future Challenges	n/a				
Anticipated citizen benefits					

COMMENT ON CAPITAL PROJECTS:

The above capital projects funded through MIG were capitalized in terms of generally recognized accounting standards and the applicable legislation.

5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

The overview on basic services is covered in Chapter 3 above.

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

5.9 INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

In the year under review, Council reviewed and adopted Investment Policy that seeks to regulate investment activities.

The municipality has an existing banking contract in terms of Section 8 of the Municipal Finance Management Act 56 of 2003.

5.10 CASH FLOW

Description	2016/17	Budget Year 2017/18					
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	YearTD budget	YTD variance	YTD variance %
R thousands							
CASH FLOW FROM OPERATING ACTIVITIES							
Receipts							
Property rates	19 472	13 630	13 630	12 148	13 630	(1 482)	-11%
Service charges	4 100	4 100	4 100	1 275	4 100	(2 825)	-69%
Other revenue	10 772	12 318	12 318	6 951	12 318	(5 368)	-44%
Government - operating	229 071	231 062	231 227	231 293	231 062	231	0%
Government - capital	105 068	68 776	68 611	45 693	68 776	(23 083)	-34%
Interest	9 025	11 044	11 044	3 586	11 044	(7 459)	-68%

Dividends						-	
Payments							
Suppliers and employees	(321 105)	(272 094)	(394 072)	(317 304)	(249 420)	67 884	-27%
Finance charges	(2 024)	(940)	(940)	(3)	(862)	(859)	100%
Transfers and Grants						-	
NET CASH FROM/(USED) OPERATING ACTIVITIES	54 378	67 897	(54 082)	(16 362)	90 650	107 012	118%
CASH FLOWS FROM INVESTING ACTIVITIES							
Receipts							
Proceeds on disposal of PPE	590	590		205	590	(385)	-65%
Payments							
Capital assets	105 068	(68 776)	(68 011)	(26 001)	(68 776)	(42 775)	62%
NET CASH FROM/(USED) INVESTING ACTIVITIES	105 658	(68 186)	(68 011)	(25 796)	(68 186)	(42 390)	62%
CASH FLOWS FROM FINANCING ACTIVITIES							
Receipts							
Short term loans						-	
Borrowing long term/refinancing						-	
Increase (decrease) in consumer deposits						-	
Payments							
Repayment of borrowing						-	
NET CASH FROM/(USED) FINANCING ACTIVITIES	-	-	-	-	-	-	

COMMENT ON CASH FLOW OUTCOMES:

In 2017/2018 financial year, the municipality realized own revenue from the following sources as reflected in the table below:

Property rates = 63%

Service charges = 31%

Rental = 17%

Traffic Services, licensing and other miscellaneous income = 52%

Challenges and remedial actions

The total budgeted amount from own sources has not been realized. The council adopted a Revenue Enhancement Strategy that seeks to increase the municipality's revenue but it is not assisting the municipality.

5.11 BORROWING AND INVESTMENTS

INTRODUCTION TO BORROWING AND INVESTMENTS

In terms of borrowings, the municipality had finance leases with Toyota entered in prior years. The municipality has paid all the loans in full in December 2018. The municipality did not have new finance lease or borrowing agreements that it entered into during year under review. The table below is a detail of all the finance leases for the year under review:

Actual Borrowings: Year -2 to Year 0 R' 000			
Instrument	Year: 2015/2016	Year: 2016/2017	Year: 2017/2018
Municipality			
Financial Leases	379 074	94 719	0
Municipality Total	379 074	94 719	0

Municipal Investments R' 000			
Investment* type	Year: 2015/2016	Year: 2016/2017	Year: 2017/2018
	Actual	Actual	Actual
Municipality			
Call Investment Deposits - Bank	9 922 170	10 228 731	27 329 944
Municipality total	9 922 170	10 228 731	27 329 944

COMMENT ON BORROWING AND INVESTMENTS:

The municipality's creditors are paid in line with the Credit Control and Debt Management Policy and By-Law. During the year creditors were not paid within 30 days due to financial constraints.

FUNDS AND RESERVES

Funds and reserves of the municipality are guided by Funds and Reserves Policy of the municipality. The municipality opens call accounts for each of the grant funding it receives. These earn interest and the interest is transferred to the current account on a monthly basis to maintain a good cash flow.

5.12 PUBLIC PRIVATE PARTNERSHIPS

During 2017/2018, the municipality did not enter into any Public Private Partnerships.

COMPONENT D: OTHER FINANCIAL MATTERS

5.13 SUPPLY CHAIN MANAGEMENT

During the year under review, Council reviewed and adopted the Supply Chain Management Policy. The municipality has established members of the following bid committees:

- Bid Specification Committee
- Bid Evaluation Committee
- Bid Adjudication Committee

In line with SCM procedure manual, procurement plans by all directorates were developed and adherence was monitored.

CHALLENGES AND REMEDIAL ACTIONS

Auditor General raised irregular expenditure that was incurred by the municipality in 2016/2017 financial year as a result of non-compliance with procurement requirements. Supply Chain Management policy and procedures were reviewed and implemented in line with the regulations.

5.14 GRAP COMPLIANCE

The Annual Financial Statements for 2017/2018 have been prepared in line with the applicable GRAP standards.

• CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS YEAR 2017/2018

1.1 AUDITOR GENERAL REPORTS YEAR: 2016/2017 (PREVIOUS YEAR)

Auditor-General Report on Financial Performance: 2016/2017	
Audit Report Status*:	Unqualified
Non-Compliance Issues	Remedial Action Taken
Irregular expenditure not completely disclosed	Submit all the IE registers to AG for auditing. Only the less than R200 000 purchases had been submitted.
Prior period error adjustments not supported	All adjustments to be processed In the AFS to be approved and supported before they are captured into case ware
The closing balance on the Bank statement does not agree to the closing balance on the AFS	The reconciliation will be done monthly before the month end run.
There was a difference between Asset Register and Annual Financial Statements.	Submission of Asset Register figures on time to ensure that the review is done properly.
Leave accrual misstated	Management to use the salary of employees as at 30 th of June for calculation of leave provision.
Going concern assumption not properly disclosed	Management will include a note to the AFS stating the going concern assumption problems given the current liquidity issues

COMMENTS ON AUDITOR-GENERAL’S OPINION YEAR: 2016/2017

The Auditor General's opinion is an indication that the municipality has regressed improved from previous Audit opinion. The municipality is busy with preparing the AFS for current year and correcting the prior period errors.

COMMENTS ON MFMA SECTION 71 RESPONSIBILITIES

Section 71 of the MFMA requires municipalities to return a series of financial performance data to the National Treasury at specified intervals throughout the year. The Chief financial officer states that these data sets have been returned according to the reporting requirements.

Signed (Chief financial Officer)..... Dated.....

GLOSSARY

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

National Key performance areas	<ul style="list-style-type: none"> • Service delivery & infrastructure • Economic development • Municipal transformation and institutional development • Financial viability and management • Good governance and community participation
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area. Section 1 of the MFMA defines a "vote" as: <i>a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and</i> <i>b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</i>

APPENDICES

APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance of Council meetings
				%	%
Councillor T Bikitsha	FT	Executive Mayor, Mayoral Committee.	ANC - PR	78%	22%
Councillor N Sheleni	FT	Port-folio Head Corporate Services Standing committee: Corporate Services, Employment Equity Committee, Mayoral Committee, Institutional development and financial Viability Cluster and OHS & EW Committee and IDP/PMS and Budget Steering Committee	ANC - PR	83%	17%
Councillor Z Layiti	FT	Port-folio Head Community Services, Socio Economic Cluster, Mayoral Committee, Employment Equity Committee Community services Standing Committee, Whippery committee and IDP/PMS and Budget Steering Committee	ANC - PR	89%	11%
Councillor Ntshonga	FT	Port-folio Head Infrastructural Planning and Development, Mayoral Committee, Basic Services Delivery Cluster, IDP, PMS and Budget Steering Committee, Infrastructure Standing Committee	ANC - PR	95%	5%
Councilor N Skelenge	FT	Port-folio Head Local Economic Development and LED Standing Committee, Mayoral Committee, Socio economic development Cluster and a member of IDP/PMS and Budget Steering	ANC - Ward 26	89%	11%

Councillors, Committees Allocated and Council Attendance

Council Members	Full Time / Part Time FT/PT	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance of Council meetings
				%	%
		Committee			
Councillor L. Mgandela	FT	Port-folio Head Budget and Treasury Office (BTO) and BTO Standing Committee, Employment Equity Committee, Mayoral Committee, Whippery Committee IDP/PMS, Budget Steering Committee and Institutional Development and Financial Viability Cluster	ANC - Ward 3	100%	0%
Councillor N. Nkamisa	FT	Portfolio head Strategic Management, Mayoral Committee ,Good Governance and Public Participation Cluster and Strategic Management Standing Committee	ANC - Ward	100%	0%
Councillor N. Dube	FT	Portfolio head Land and Housing, Basic Services Delivery Cluster, Whippery Committee, Mayoral Committee, Community Services standing Committee, Infrastructure Standing Committee.	ANC - PR	100%	0%
Councillor Mtsi	FT	Port-folio Head Special Programmes Unit, Mayoral Committee, Good Governance and Public Participation Cluster Community Services Standing Committee, Strategic Management Standing Committee and Whippery Committee.	ANC - Ward	100%	0%
Councillor T Ntanga	FT	Portfolio Head Water and Sanitation, Mayoral Committee, BTO Standing Committee, Infrastructure Standing Committee, Institutional Development and Financial Viability Cluster and Whippery Committee	ANC- PR	72%	28%

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance of Council meetings
	FT/PT			%	%
Councillor Zolani Siyo	FT	Municipal Public Accounts Committee (MPAC), Rules Committee	Ward 1	67%	33%
Councillor Separate M. Molosi	PT	Community Services Standing Committee, Infrastructure Standing Committee and Rules and Ethic Committee and Socio economic development Cluster.	Ward 2	78%	22%
Councillor Abegail Bukelwa Madikane	PT	LED Standing Committee, Socio economic development Cluster.	Ward 3	100%	0%
Councillor Yoliswa Mngonyama.	PT	Infrastructure Standing Committee, Rules and Ethics Committee, Basic service delivery Cluster.	Ward 4	83%	17%
Councillor Zodidi Sobekwa	PT	Good Governance and Public Participation Cluster, Strategic Management Standing Committee,	Ward 5	83%	17%
Councillor W Wongalethu Mbadlanyana.	PT	Corporate Services Standing Committee, BTO Standing Committee, and Institutional Development and Financial Viability Cluster.	Ward 6	100%	0%
Councillor Nomfundiso Ria Tshona.	PT	Corporate Services Standing Committee, Institutional Development and Financial Viability Cluster, Rules Committee	Ward 7	100%	0%
Councillor Nokwakha Queen Sukwana	PT	Infrastructural Planning and Development Standing Committee, Basic Service Delivery Cluster.	Ward 8	83%	17%
Councillor Nomonde Jiya	FT	Portfolio Head: Communications, Strategic Management Standing Committee, Mayoral Committee, Rules Committee, Institutional Development and Financial	Ward 09	94%	6%

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance of Council meetings
	FT/PT			%	%
		Viability Cluster and Budget and Treasury Standing Committee			
Councillor Linda Simon Sobekwa	PT	Community Services Standing Committee, Socio Economic Development Cluster.	Ward 10	78%	22%
Councillor Livingston Mzimasi Mtalo	PT	BTO Standing Committee and Institutional Development and Financial Viability Cluster.	Ward 11	72%	28%
Councillor Nokrimesi Monakali	PT	BTO Standing Committee, Infrastructure Standing Committee and Institutional Development and Financial Viability Cluster.	Ward 12	78%	22%
Councillor Collen Zoyisile Mfazwe	PT	Corporate Services Standing Committee, Institutional Development and Financial Viability Cluster	Ward 13	89%	11%
Councillor Zikhethale Mngokoyi	PT	Good Governance and Public Participation Cluster, Socio Economic Development Cluster, Strategic Management Standing Committee.	ward 14	89%	11%
Councillor Sithembiso Ncethezo	PT	Municipal Public Accounts Committee (MPAC)	Ward 15	61%	39%
Councillor Malungisa Ndungane	PT	Corporate Services Standing Committee, Whippy Committee and Institutional Development and Financial Viability Cluster	Ward 16	67%	33%
Councillor Xolisa Innocent Pupuma	PT	Community Services Standing Committee, BTO Standing Committee Institutional Development and Financial Viability Cluster and Socio Economic Development Cluster.	Ward 17	56%	44%

Councillors, Committees Allocated and Council Attendance

Council Members	Full Time / Part Time	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance of Council meetings
	FT/PT			%	%
Councillor Zinzile Gade	PT	LED Standing Committee and Socio Economic Development Cluster.	Ward 18	83%	17%
Councillor Vuyelwa Nkehle	PT	MPAC, LED Services Standing Committee.	Ward 19	94%	6%
Councillor Thembisile H Mpeta	PT	Strategic Standing Committee and Good Governance and Public Participation Cluster	Ward 20	78%	22%
Councillor Thandiwe Carol Nkuthu	PT	Municipal Public Accounts Committee (MPAC)	Ward 21	67%	33%
Councillor Lwanda Tsipha	PT	Local Economic Development Standing Committee and Socio Economic Development Cluster	Ward 22	94%	6%
Councillor Nothulethu Nozinzile Nqolomlilo.	PT	Infrastructural Planning and Development Standing Committee, Corporate Services Standing, Institutional Development and Financial Viability Cluster and Basic Service Delivery Cluster.	Ward 23	83%	17%
Councillor Nomsa Grace Ndongeni.	PT	Institutional Development and Financial Viability Cluster and Corporate Services Standing Committee, LED Standing Committee and Socio Economic Development Cluster.	Ward 24	83%	17%
Councillor Siphwe Lilise	PT	Institutional Development and Financial Viability Cluster and Community Services Standing Committee, Corporate Services Standing Committee and Socio Economic Development Cluster.	Ward 25	83%	17%
Councillor Nozinzile Zaba	PT	Strategic Standing Committee, LED Standing Committee, Socio Economic Development Cluster and Rules Committee.	Ward 26	72%	28%

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance of Council meetings
	FT/PT			%	%
Councillor Thandeka Ntyinkala	PT	Municipal Public Accounts Committee (MPAC)	Ward 27	100%	0%
Councillor Monwabisi Mxhoko	PT	BTO Standing Committee, Infrastructure Standing Committee, Basic Service delivery Cluster and Institutional Development and Financial Viability Cluster.	Ward 28	67%	33%
Councillor Lawrence Mbentsula	PT	Strategic Standing Committee, Good Governance and Public Participation Cluster.	Ward 29	83%	17%
Councillor Thobela Makeleni	PT	Infrastructure Standing Committee, Basic service delivery Cluster	Ward 30	78%	22%
Councillor Nelisa Lusizi	PT	Community Services Standing Committee, Socio Economic Development Cluster, Strategic Standing Committee and Good Governance and Public Participation Cluster.	Ward 31	100%	0%
Councillor Z Mngwazi	FT	Employment Equity Committee, Rules Committee	PR	94%	6%
Councillor Z. Mkiva	FT	Employment Equity Committee, Rules Committee and Whipperry Committee	PR	100%	0%
Councillor Sisa Matutu	FT	Local Economic Development Standing Committee and Socio Economic Development Cluster.	PR	67%	33%
Councillor Zelpha Thandeka Xhongwanga	FT	OHS Committee; Employment Equity Committee, BTO Standing Committee, and Institutional Development and Financial Viability Cluster.	PR	100%	0%
Councillor Mbulelo Mkhilili	FT	LED Standing Committee and Socio Economic Development Cluster.	PR	94%	6%

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance of Council meetings
	FT/PT			%	%
Councillor M.W.Ntongana	PT	Infrastructural Planning and Development Standing Committee, Basic Service Delivery Cluster and Whippery Committee, BTO Standing Committee, Institutional Development and Financial Viability Cluster, LED Standing committee and Socio Economic Development Cluster.	PR	72%	28%
Councillor Ncumisa Tandaphi	PT	Corporate Services Standing Committee, Institutional Development and Financial Viability Cluster	PR	Resigned	Resigned
Councillor Ayanda Army Krakri.	PT	BTO Standing Committee, Institutional Development and Financial Viability Cluster and Whippery Committee.	PR	77%	23%
Councillor Nomawabo Ntlosi	PT	Community Services Standing Committee, Infrastructural Planning and Development Standing Committee, Socio economic development Cluster, Basic Service Delivery Cluster, Employment Equity Committee and Rules Committee.	PR	89%	11%
Councillor Songezo Mafanya.	PT	BTO Standing Committee, Corporate Services Standing Committee, Good Governance and Public Participation Cluster and Institutional Development and Financial Viability Cluster.	PR	72%	28%
Councillor Bandile Kave	PT	Whippery Committee, Rules Committee and Municipal Public Accounts Committee (MPAC)	PR	83%	17%
Councillor Nonqaba Kendle	PT	Infrastructure Standing Committee, Basic Service Delivery Cluster.	PR	89%	11%
Councillor Z.Bomela	PT	Whippery Committee and Municipal Public	PR	78%	22%

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance of Council meetings
				%	%
		Accounts Committee (MPAC)			
Councillor Gandhi Guqaza	PT	Budget and Treasury Standing Committee, Institutional Development and Financial Viability Cluster	PR	39%	61%
Councillor Sipiwo Tshazi	PT	Budget and Treasury Standing Committee, Institutional Development and Financial Viability Cluster	PR	83%	17%
Councillor Z. Mqolo	PT	Municipal Public Accounts Committee (MPAC), Rules Committee, Whippyry Committee, Institutional Development and Financial Viability Cluster, and Corporate Services Standing Committee	PR	78%	22%
Councillor Nomthandazo Lusizi	PT	Whippyry Committee	PR	72%	28%
Councillor Khumbuzile Magwaca	FT	Infrastructure Standing Committee and Basic Service Delivery Cluster.	PR	89%	11%
Councilor Nokaka Margaret Mpambani	FT	Community Services Standing Community and Socio Economic Development Cluster.	PR	89%	11%

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
<u>Standing Committees</u> Corporate Services Budget & Treasury Community Services Strategic Management Local Economic Development Infrastructural Planning & Development	The purpose of the committees is to assist the executive committee or Executive Mayor in terms of Section 80 of the Municipal Structures Act (Act No 117 of 1998)
Rules Committee	The purpose of the committee is necessary for the effective and efficient performance of any of its functions or the exercise of any of its powers in terms of Section 79 of the Municipal Structures Act (Act No 117 of 1998)
Training & Equity Committee	The purpose of the committee is necessary for the effective and efficient performance of any of its functions or the exercise of any of its powers in terms of Section 79 of the Municipal Structures Act (Act No 117 of 1998)
MPAC	The purpose of the committee is necessary for the effective and efficient performance of any of its functions or the exercise of any of its powers in terms of Section 79 of the Municipal Structures Act (Act No 117 of 1998)
Whippery Committee	To discuss and process matters relating to political management of the institution
Technical Training Committee	The purpose of the committees is to assist the executive committee or Executive Mayor in terms of Section 80 of the Municipal Structures Act (Act No 117 of 1998)
Local Labour Forum	The purpose of the committee is to strengthen the working relations between the employer and the employee
OHS & EAP Committee	The purpose of the committees is to assist the executive committee or Executive Mayor in terms of Section 80 of the Municipal Structures Act (Act No 117 of 1998)
Audit Committee	The purpose of the committee is to function in line with section 166 of the Municipal Finance Management Act 56 of 2003
Risk Committee	The purpose of the committees is to assist the executive committee or Executive Mayor in terms of Section 80 of the Municipal Structures Act (Act No 117 of 1998)
IGR Forum	The purpose of the committees is to assist the executive committee or Executive Mayor in terms of Section 80 of the Municipal Structures Act (Act No 117 of 1998)
IDP, Budget & PMS Technical Steering Committee	The purpose of the committee to provide technical support towards assisting the executive committee in terms of Section 80 of the Municipal Structures Act (Act No 117 of 1998)
IDP, Budget & PMS Steering Committee	The purpose of the committees is to assist the executive committee or Executive Mayor in terms of Section 80 of the Municipal Structures Act (Act No 117 of 1998)
IDP, Budget & PMS Rep Forum	The purpose of the committees is to assist the executive committee or Executive Mayor in terms of Section 80 of the Municipal Structures Act (Act No 117 of 1998)

APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

Directorate	Director/Manager (State title and name)
Municipal Managers Office	Legal Advisor Manager Legal Services Manager Internal Audit Manager Risk Management
Infrastructure Planning and Development	Manager Projects Management Unit Manager Engineering Manager Building and Housing
Community Services Directorate	Manager Solid Waste and Environmental Management Manager Public Amenities and Social Development Manager Traffic and Law Enforcement Manager Security Services
Local Economic Development	Manager Sustainable Rural Development Manager Programmes Management Office Manager Land use Management Manager Tourism Development Manager Investment Promotion Manager SMME and Cooperatives Development
Strategic Management Directorate	Manager IDP & PMS Manager Special Programmes Unit Manager Municipal Relations Manager Research and Policy Development Manager Media Liaison Manager Events Management Manager Executive Mayor's Office
Corporate Services Directorate	Deputy Director Manager Human Resources Manager Administration Manager Council & Committee Support Manager Office of the Speaker Manager Public Participation Manager Employee Relations
Budget and Treasury Office	Chief Accountant Manager Expenditure and Payroll Manager Supply Chain Management Manager Budget Planning and Financial Reporting Manager Revenue and Debt Management Manager Logistics, Assets and Fleet Management Manager Information and Communication Technology

APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY

Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
Air pollution	No	
Building regulations	Yes	
Child care facilities	Yes	
Electricity and gas reticulation	Yes	
Fire fighting services	No	ADM
Local tourism	Yes	
Municipal airports	No	BCM Metro
Municipal planning	Yes	
Municipal health services	No	DoH and ADM
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	ADM and Private Partners
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	No	ADM
Beaches and amusement facilities	Yes	
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	Yes	
Facilities for the accommodation, care and burial of animals	Yes	
Fencing and fences	Yes	
Licensing of dogs	No	SPCA
Licensing and control of undertakings that sell food to the public	No	ADM and DoH
Local amenities	Yes	
Local sport facilities	Yes	
Markets	Yes	
Municipal abattoirs	No	ADM and DoH
Municipal parks and recreation	Yes	
Municipal roads	Yes	
Noise pollution	Yes	
Pounds	Yes	

Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
Public places	Yes	
Refuse removal, refuse dumps and solid waste disposal	Yes	
Street trading	Yes	
Street lighting	Yes	
Traffic and parking	Yes	
* If municipality: indicate (yes or No); * If entity: Provide name of entity		<i>T D</i>

APPENDIX E- WARD REPORTING

2017-2018 FINANCIAL YEAR WARD REPORTING				
Ward Name (Number)	Name of Ward Councilor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of general public ward meetings held during year
1	Cllr :Z.Siyo Ward Committees Nomthandazo, Baleka Abegail Ndandani Nomvuzo Mtenjana Humphy Myataza Lulama Jafta Sonwabo Nogqala Sipunzi, Somikazi	Yes	01	0
2	Cllr . S.M Molosi: Ward-Committees Xoliswa Buyana Magaqa, Belekazi Majwara Ndiki Nokubonga Magwentshu Thembeke Kewuti Khanyisa Soganga Lindiwe Dani Siphumelele Mwehle Nomfumaneko Canca Ayanda Ndenge	Yes	08	10
3	Cllr .A.B.Madikane Ward-Committees Zoliswa Khunou Nomaroma Mtungwana Vuyokazi Sihele Nomva Jizana Noluthando Mayekiso Olwethu Ndleleni Nozuko Majokweni Vuyani Nocanda Pelisa Mkalali Mzuyeza Sindyai	Yes	04	04
4	Cllr .Mgonyama Yoliswa : Ward Committees Mxoli Qwabe Nodumo Apleni Tobeka Xungu Nothandekile Kwayi	Yes	05	16

2017-2018 FINANCIAL YEAR WARD REPORTING

Ward Name (Number)	Name of Ward Councilor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of general public ward meetings held during year
	Paliso Nosisi Nobulali Damoyi Pumza Bongoza Thembisa Tshazi Ntombizanele Thuswa Lamla Nkwali			
5	Cllr .Z.Sobekwa: Ward Committees Nomthandazo Msila Notemba Dudumisa Lindelwa Mlandu Vuyokazi Fatman Zoleka Nkonde Sisa Mabulu Nozukile B Mqingwane Mzimasi Majambe Faniswa Bekapi Olwethu Mantantana	Yes	01	03
6	Cllr .W.Mbadlanyana Ward-Committee Luyanda Tenge Bongiwe Nzuzo Nokuzola Luzipho Nobelungu Phikelela Phumla Nqunqa Bulelani Ntakana Ngxabani Nopinki Sithembile Sithela Nobuntu Lavisa Ntombekaya Sizani	Yes	07	02
7	Cllr .N.Tshona Ward Committees Ntombekaya Fanti Noyise Mdlulwa Ludwe Mahlanza Nonthuzelo Ngoqo Nomzekelo Jonase Namhla Magadlela Nobandla Mzomba Hudson Siyepu Melati Mlenga Martin Nzilile	Yes	02	01

2017-2018 FINANCIAL YEAR WARD REPORTING

Ward Name (Number)	Name of Ward Councilor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of general public ward meetings held during year
8	Cllr .Sukwana Nokwakha Queen : Ward Committee Nokhaya Vitshima Luyolo Ngindana Nosamkelo Pangeni Nosikhungo Plaatjie Noludwe Langa Lindani Nxusani Rose Mngeni Nozolile Magangelele Sinyanya Msikeleli Jiya Thembani	Yes	04	01
9	Cllr .Jiya Nomonde : Ward Committee Ngangabeko Makanjana Adelaide Mciteka Nokubonga Mbotho Nomveliso Makuleni Ntombizine Nombembe Mgcineni Koko Nolith Tyhali Bongiwe Luwaca Bukelwa Nyila Nonyosi Ntombizakhe	Yes	03	07
10	Cllr .L.Sobekwa: Ward Committee Nondyebo Mqushulu Siyanda Ncamane Monwabisi Jafta Lungiswa Mthintsilana Nokhiniya Mbonjeni Cyntheria Magida Siyabonga Ngqangweni Herbet Matshaya Andile Ntshikila Mzuyanda Mvalo	Yes	02	01
11	Cllr .Mtalo Livingstone Mziyanda : Ward Committee Nomaphelo Bhongoza Nocingile Silevu Nozukile Ndela	Yes	01	08

2017-2018 FINANCIAL YEAR WARD REPORTING

Ward Name (Number)	Name of Ward Councilor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of general public ward meetings held during year
	Nowest Mndayi Dlephu Nowezile Archibald Ngalo Neliswa Kulu Nokondla Makhabane Mzubanzi Ndlombeni Qaba Steven			
12	Cllr .N.monakali Ward Committee Nolusindiso Mateke Khumbulani Phindela Mandlakayise Silevu Lathiwe Venge Lwaca Futshane Pasika Sibanga Stella Ntshinkila Bongiwe Dilika Nontembweko Mthathi Nomzamo Gowa	Yes	02	0
13	Cllr .Z.Mfazwe Ward Committee Siphiwo Dekeda Mbulelo Mabengwana Siphokazi Sjemlana Mthetho Makinana Noluthando Lokwe Mboneli Solwandle Ntombizanele Matheza Nomafu Mjacu Nosiseko Sokapase Nosamkelo Maputuma	Yes	0	0
14	Cllr Z.Mnqokoyi : Ward Committee Solomzi Sotomela Zuko Ntshokolwana Ndiphenkosi Maputuma Luzipo Lulama Dumisani Tyandela Nolubabalo Mzukwa Nowethu Govana Bomvane Phuthumani Nolwandle Yase Thabane Jonas	Yes	0	0

2017-2018 FINANCIAL YEAR WARD REPORTING

Ward Name (Number)	Name of Ward Councilor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of general public ward meetings held during year
15	Cllr .S.Ncetezo Ward Committees Nontsindiso Madlebe No-answer Twala Kwanele Mayapi Noncedo Maseti Nosiyambonga Sithukazi Mosakhele Majozi Nosiseko Mayapi Vumile Vusani Nosenior Mkhonjwa Bonga Hewu	Yes	0	01
16	Cllr. M.Ndungane Ward Committee Sisa Baninzi Bongeka Monwabisi Nonzwakazi Mafuduka Nomaphelo Khungwayo Nolast Ngxeba Mvuyisi Mndleleni Bukiwe Ndleleni Ntombothando Xambuza Honjiswa Platye Yoliswa Gqalangile	Yes	03	04
17	Cllr .X.Pupuma Ward Committee Babalwa Sobekwa Pumza Maholwana Litha Sokuyela Gcobisa Govuza Nolonwabo Sobinase Ndyebo Pupuma Ntombiyakhe Matiwane Noxolo Pongwana Feleza Mthunzi Nowezile Madenyuka	Yes	0	0
18	Cllr .Gade Zinzile : Ward Committee Nothobile Mpahleni Nompindiso Mgaguli Lunga Dyantyi Mawele Ganjana Nosiphe Gulwa	Yes	0	0

2017-2018 FINANCIAL YEAR WARD REPORTING

Ward Name (Number)	Name of Ward Councilor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of general public ward meetings held during year
	Vuyelwa Noganta Kunjulwa Gulwa Dyani Ntombifikile Mawele Ganjana Nofezile Gwebushe			
19	Cllr .V.Nkehle Ward Committees Malungisa Njengele Nofinish Nxusani Siphe Mboniswa Mziwoxolo Sindondi Menezi Matomela Nosithembiso Mthembu Thandiswa Zele Nosakhele Mathumba Nomfanelo Mayekiso Bongiwe Mpuqe	Yes	0	0
20	Cllr.:T.Mpeta Ward Committees sebenzile Qoko Mandisa Ngubelanga Poziswa Tshaka Bongisile Fipaza Nobelungu Ngxamani Nokwezi Vuzo Tobela Bavu Siyabonga Bhungane Nosisean Mathikinca	Yes	04	05
21	Cllr .T.Nkuthu: Ward Committees Zukiswa Soqaga Mpiyosapho Gwangqa Nosandile Makebesane Elsie Nontshakaza Maphelo Dindili Sigadla Nophumzile Siphokazi Nyengule Nokwezi Mavatha	Yes	02	01
22	Cllr :L.Tsipa Ward Committee Ntombekhaya Matshini Nkuthula Maswazi Tobeka Dangazele	Yes 0	02	04

2017-2018 FINANCIAL YEAR WARD REPORTING

Ward Name (Number)	Name of Ward Councilor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of general public ward meetings held during year
	Nomfuniselo Duluselo Bulelani Ngozi Nondumiso Ndaliso Tinntolo nqumba Siphokazi Mpukumpa Phumlani Ntshinga Nowethu Ngwentle			
23	Cllr .N.Nqolomlilo - Ward Committees Thokozile Njoloza Wantumani Manga Noluyanda Landzela Xabiso Mjamba Nomzekelo Sigwadi Nokwanda Zanazo Richard Lukashe Nowongile Maholwana Sidusaka Mpilo Nomsa Ntsomboyi	Yes	0	01
24	Cllr .N.Ndongeni Ward Committees Sabelo Kona Nosiphiwo Pakade Nokwanda Sokowa Amanda Mkume Zukiswa Dabula Nobuhle Mthamzeli Noluthando Benani Monwabisi Ngabayena Thandiswa Gwayi Thobeka Nkwenkwe	Yes		10
25	Cllr .S.Lilise: Ward Committees Zamile Gwele Siyamcela Ndulo Nyameka Sililo Vuyani Gazi Nojongile Makhem Sicelo Yako Hlonitshwa Maqabaza Zanebhodi Kalton Van Zly Gebengu Nikiwe Motikana	Yes	01	02

2017-2018 FINANCIAL YEAR WARD REPORTING

Ward Name (Number)	Name of Ward Councilor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of general public ward meetings held during year
26	Cllr .Zaba Nozinzile - Ward Committees Vuyelwa Koni Nonelwa Silamba Nolinethi Qangani Akhona Mandende Nkente Zimisele Asavela Madabane Bukiwe Zondani Evelyn Mfana Jongikhaya Vika Cingelwa Mangco	Yes	0	0
27	Cllr. T.Ntyinkala - Ward Committee Zolisa Ntonzima Mesani Fikiswa Nolusindiso Mbiko Nomalizo Mbelembushu yoliswa Nduku Heli Michial Makaneville Mvolontshi Welcome Zina Nopelo Enge Zamile Mba	Yes	01	02
28	Cllr .M.Mxoko - Ward Committees Buyiselwa Keli Nabeyile Tewu Ngenisile Mbunje Patekile Qayiso Jada Alexa Neziswa Hlabangubo Nozukile Nkatsha Lungiswa Pendu Yonela Maxolo Ntombiyakhe Ludidi	Yes	04	0
29	Cllr .L.Mbentsula - Ward Committees Bingile Mpayipheli Azipheli Binta Pumla Ndabambi Prudence Adonisi Themba Ntosana	Yes	06	08

2017-2018 FINANCIAL YEAR WARD REPORTING

Ward Name (Number)	Name of Ward Councilor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of general public ward meetings held during year
	Nolulamile Mntuwaphi Luleka Tolbadi Asanda Nyola Mlungiseleli Thangana Tandiwe Kandeni			
30	Cllr .Tobela Makeleni Ward Committees Yanga Cele Akona Zaba Sara Zokwina Msukeli Simakuhle Mzwandile Monki Phumza Bhola Nohwi Platyi Nobandla Sanda Zanecebo Nqamra Mkhuseli Krutani	Yes	02	03
31	Cllr .Nelisa Lusizi Ward Committees Ntombizanele Siko Davide Pere Nokwakha Cekiso Bongeka Vovela Noweyitala Mkrwetyana Robert Dofi Mfana Elliot Nomasindiso Bene Mzimasi Nyhonyha Xolelwa Ndoda	Yes	0	01

APPENDIX F – WARD INFORMATION

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR					
1	6164	Skiti	Water	Poor		Roads	INITIALS AND SURNAME Z. Siyo				
		Bhungeni	Sanitation	Poor							
		Ujini T/H	Electricity	Poor							
		Ext 7	Housing								
		Ext 6	Access Roads	State of the access roads							
		Ext 2		Poor				x	Fair		Good
		Smith	Proclaimed Roads	State of the proclaimed roads							
		Railway		Poor				x	Fair		Good
		C.B.D	Community Halls	Fair							
			Dipping Tanks	N/A							
			Stock Dams	N/A							
			LED Programmes	Select number of LED programmes in the ward							
				Farming				5	Tourism/Heritage	4	Arts and Crafts
			Schools	Select number of schools in the ward							
				Primary				1	Junior Secondary		High School
			Clinics	Select type of clinic							
				Permanent Structure					1	Mobile Clinic	
			Mode of transport	Select mode of transport							
				Buses					Taxis		x
			Sport Fields								
	Early Childhood Development Centres (Crèche's)	03									
						Sanitation					
						Sports Fields					
						Housing					
						Electricity					
						DATE CONFIRMED 06 -10- 2017					

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR				
2	4697	Caravan Park	Water	13	<p>Tarred Road Maintenance (Whole ward)</p> <p>Foot Paths Msobomvu T/Ship High Mast Lights (New Rest)</p> <p>M.P.C Hall New Rest T/Ship</p> <p>7 Villages Electricity and Sanitation Creche</p> <p>Speed Humps N2 Siyanda, Msobomvu T/ship (from King Hintsa TVET to Msobomvu Township)</p>	INITIALS AND SURNAME M.S Molosi SIGNATURE DATE CONFIRMED 20 February 2018				
		Reservoir Hills	Sanitation	6						
		Coloured T/ship	Electricity	6						
		Zithulele	Housing	5						
		Msobomvu T/S	Access Roads	State of the access roads						
		New Rest		Poor			<input checked="" type="checkbox"/>	Fair	<input type="checkbox"/>	Good
		Temporal	Proclaimed Roads	State of the proclaimed roads						
		Simunye SC		Poor			<input checked="" type="checkbox"/>	Fair	<input type="checkbox"/>	Good
		Phumlani SC	Community Halls	No						
		Bhaca SC	Dipping Tanks	No						
		Silugu	Stock Dams	No						
		Section A	LED Programmes	Select number of LED programmes in the ward						
				Farming			<input checked="" type="checkbox"/>	Tourism/Heritage	<input type="checkbox"/>	Arts and Crafts
		Siyanda	Schools	Select number of schools in the ward						
				Primary			<input type="checkbox"/>	Junior Secondary	<input type="checkbox"/>	High School
			Clinics	Select type of clinic						
				Permanent Structure			<input type="checkbox"/>	Mobile Clinic	<input type="checkbox"/>	
			Mode of transport	Select mode of transport						
				Buses			<input type="checkbox"/>	Taxis	<input checked="" type="checkbox"/>	
			Sport Fields	2						
	Early Childhood Development Centres (Crèche's)	1								

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR				
3	7606	Msobomvu	Water	All Except Smuts	Renovation –Msobomvu flats Road Maintenance Sport ground Mchubazi Youth development	INITIALS AND SURNAME				
		Mchubakazi	Sanitation	All Except Smuts						
		Cuba Portion	Electricity	All Except Smuts						
		Extension 14	Housing	All Except Smuts						
		Smuts	Access Roads	State of the access roads						
		Msobomvu		Poor			<input checked="" type="checkbox"/>	Fair	<input type="checkbox"/>	Good
			Proclaimed Roads	State of the proclaimed roads						
				Poor			<input type="checkbox"/>	Fair	<input checked="" type="checkbox"/>	Good
			Community Halls	Community Hall						
			Dipping Tanks	N/A						
			Stock Dams	N/A						
			LED Programmes	Select number of LED programmes in the ward						
				Farming			<input type="checkbox"/>	Tourism/Heritage	<input type="checkbox"/>	Arts and Crafts
			Schools	Select number of schools in the ward						
				Primary			<input type="checkbox"/>	Junior Secondary	<input type="checkbox"/>	High School
			Clinics	Select type of clinic						
				Permanent Structure			<input type="checkbox"/>	Mobile Clinic	<input type="checkbox"/>	
			Mode of transport	Select mode of transport						
				Buses			<input type="checkbox"/>	Taxis	<input type="checkbox"/>	
			Sport Fields							
	Early Childhood Development Centres (Crèche's)									
					DATE CONFIRMED 04-10-2017					

Ward No	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR				
4	8242	Cuba	Water	Cuba,-Vuli Valley	Road Maintenance- Vully Vally ,Cuba, Ext 15 & Roma Electricity Community Hall-Cuba 20 Houses for pilot Houses 692 Houses for Skwata Camp Mobile Clinic-Cuba Speed Humps-next to Sdima High Mast Light – Lindelani , New rest ,Stena and Roma	INITIALS AND SURNAME Y Mngonyama SIGNATURE DATE CONFIRMED 03 May 2018				
		Ext 15, Roma	Sanitation	Ext 15 – Roma,B Section						
		B.Section	Electricity	Cuba flats						
		Cuba	Housing	6 Villages						
			Access Roads	State of the access roads						
				Poor			x	Fair		Good
			Proclaimed Roads	State of the proclaimed roads						
				Poor				Fair		Good
			Community Halls	N/A						
			Dipping Tanks	N/A						
			Stock Dams	N/A						
			LED Programmes	Select number of LED programmes in the ward						
				Farming N/A				Tourism/ Heritage		Arts and Crafts
			Schools	Select number of schools in the ward						
				Primary			1	Junior Secondary		High School
			Clinics	Select type of clinic						
				Permanent Structure N/A				Mobile Clinic		
			Mode of transport	Select mode of transport						
				Buses				Taxis		
			Sport Fields	N/A						
	Early Childhood Development Centres (Crèche's)	4								

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR					
5	9581	Madiba	Water	All	<p>Houses- Mitenance Area 1</p> <p>Roads- Zizamele ,Area 1, Myekiso farm</p> <p>Electricity- Mayekiso farm, squatter camp</p> <p>Toilets- Kayelitsha & Zizamele ,Mdiba, Kwa 7 squatter camps</p> <p>Community</p>	INITIALS AND SURNAME					
		Kwa 7	Sanitation	1							
		Ext 24	Electricity	3							
		Khayelitsha	Housing	Nil							
		Zizamele	Access Roads	State of the access roads							
		Mayekiso Farm		Poor			<input checked="" type="checkbox"/>	Fair	<input type="checkbox"/>	Good	<input type="checkbox"/>
			Proclaimed Roads	State of the proclaimed roads							
				Poor			<input type="checkbox"/>	Fair	<input type="checkbox"/>	Good	<input type="checkbox"/>
			Community Halls	Nil							
			Dipping Tanks	Nil							
			Stock Dams	Nil							
			LED Programmes	Select number of LED programmes in the ward							
				Farming			<input type="checkbox"/>	Tourism/ Heritage	<input type="checkbox"/>	Arts and Crafts N/a	<input type="checkbox"/>
			Schools	Select number of schools in the ward							
				Primary			<input type="checkbox"/>	Junior Secondary	<input type="checkbox"/>	2	High School
			Clinics	Select type of clinic							
				Permanent Structure			<input type="checkbox"/>	Mobile Clinic	<input type="checkbox"/>	x	
			Mode of transport	Select mode of transport							
				Buses			<input type="checkbox"/>	Taxis	<input type="checkbox"/>	x	
			Sport Fields								
	Early Childhood Development Centres (Crèche's)	None/Beside creches run									

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECTS PER VILLAGE)	CONFIRMED BY WARD CLLR				
6	6162	Zazulwana A/A	Water	Upper /Lower Mchubakzi	Maintenance or construction of internal streets in Area 1, 2 & 3 in Ibika Township	INITIALS AND SURNAME Cllr W.W . Mbadlanyana				
		Upper Mchubazi	Sanitation	Both-Rural and urban area						
		Lower Mchubakazi	Electricity	Both rural and urban areas						
		Zazulwana Extension	Housing	Only 10 RDP Houses at Ibika Tship						
			Access Roads	State of the access roads						
				Poor				Fair	x	Good
			Proclaimed Roads	State of the proclaimed roads						
				Poor			x	Fair		Good
			Community Halls	N/A						
			Dipping Tanks	N/A						
			Stock Dams	N/A						
			LED Programmes	Select number of LED programmes in the ward						
				Farming		Tourism/ Heritage		Arts and Crafts		
			Schools	Select number of schools in the ward						
				Primary	1	Junior Secondary	1	High School		
			Clinics	Select type of clinic						
				Permanent Structure	1	Mobile Clinic				
			Mode of transport	Select mode of transport						
				Buses		Taxis		x		
			Sport Fields							
	Early Childhood Development Centres (Crèche's)	Yes								
					Construction of Upper Mchubakazi Access Road and bridge					
					Construction of Lower Mchubakazi Access Road	SIGNATURE				
					Zazulwana Extension Construction of Access Roads					
					Water and sanitation (Upper Mchubakazi, Lower Mchubakazi and Zazulwana Extension)	DATE CONFIRMED 07 March 2018				

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR				
7	8812	Izagwityi	Water	Yes Not all	Road—Izagwityi to Mgagasi R5 Zidutyini Zazulwana Komkhulu Tanga Ibika stree Area 4 &4 Water & Sanitation -Mgagasi R5- Sanitation -High Hill- Izagwityi Project- Mncuncuzo – Poultry -Mgagasi –Pigery,Farming -Mgagasi(Mawusheni) farming -Ibika T/ship –sewing 7& cropping -Community Hall Satelite Police station Employment- All Villages-	INITIALS AND SURNAME N.R Tshona SIGNATURE DATE CONFIRMED 29 May 2018				
		Mncuncuzo	Sanitation	Yes Not all						
		Mgagasi-R5	Electricity	Yes Not All						
		Mgagasi-Mawusheni	Housing	No						
		Thanga	Access Roads	State of the access roads						
		Mnyamanzana		Poor			<input checked="" type="checkbox"/>	Fair	<input type="checkbox"/>	Good
		Ibika Zazulwana	Proclaimed Roads	State of the proclaimed roads						
		Ibika Tship		Poor			<input type="checkbox"/>	Fair	<input checked="" type="checkbox"/>	Good
		Esidutyini	Community Halls	None						
		Emangqingweni	Dipping Tanks	4						
			Stock Dams	11						
			LED Programmes	Select number of LED programmes in the ward						
				Farming			<input type="checkbox"/>	Tourism/Heritage	<input type="checkbox"/>	Arts and Crafts
			Schools	Select number of schools in the ward						
				Primary			3	Junior Secondary	1	High School
			Clinics	Select type of clinic						
				Permanent Structure			4	Mobile Clinic	3	
			Mode of transport	Select mode of transport						
	Buses	<input checked="" type="checkbox"/>		Taxis	<input checked="" type="checkbox"/>					
	Sport Fields	None								
	Early Childhood Development Centres (Crèche's)	5								

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR				
8	7181	Cegcuwana R1	Water	Yes	Access Roads- Mgomanzi R4,& R7, Rhoxeni,Ceru, Dwareni 7 Ndenxe Sport Field-Cengcwane Community Hall-Emgomanzi LED Projets – Ezigadini,Ntlambonkulu	INITIALS AND SURNAME N .Sukwana SIGNATURE DATE CONFIRMED 26-02- 2018				
		R 2	Sanitation	13/18						
		R3	Electricity	Extentions Only						
		R4	Housing	None						
		Ceru	Access Roads	State of the access roads						
		Nkanini		Poor			<input checked="" type="checkbox"/>	Fair	<input type="checkbox"/>	Good
		Ngxalathi	Proclaimed Roads	State of the proclaimed roads						
		Mgomazi		Poor			<input checked="" type="checkbox"/>	Fair	<input type="checkbox"/>	Good
		Komshini	Community Halls	1						
		Mgomazi R4 ,R7	Dipping Tanks	Need Maintenance						
		Ntambonkulu	Stock Dams							
		Zigodini	LED Programmes	Select number of LED programmes in the ward						
				Farming			<input checked="" type="checkbox"/>	Tourism/Heritage	<input type="checkbox"/>	Arts and Crafts
		Ntshamazi	Schools	Select number of schools in the ward						
				Primary			<input checked="" type="checkbox"/>	Junior Secondary	<input checked="" type="checkbox"/>	High School
			Clinics	Select type of clinic						
				Permanent Structure			<input type="checkbox"/>	Mobile Clinic	<input checked="" type="checkbox"/>	
			Mode of transport	Select mode of transport						
	Buses	<input type="checkbox"/>		Taxis	<input checked="" type="checkbox"/>					
	Sport Fields	No								
	Early Childhood Development Centres (Crèche's)	Yes								

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR				
9	7960	Mpenduza	Water	7/10	Roads: Mission to Mzantsi, Community Hall: Mlisa Sanitation: Mission, Upper Mpenduza, Mzantsi Water: Upper and Lower Mpenduza, Bongweni, Mlisa Stock dams: Mission, Tobotshane and Upper and Lower Mpenduza	INITIALS AND SURNAME				
		Mission	Sanitation	8/10						
		Tobotshana	Electricity	10/10						
		Mzazi	Housing	0						
		Bongweni	Access Roads	State of the access roads						
		Ngozana		Poor				Fair	X	Good
		Mpenduza Upper	Proclaimed Roads	State of the proclaimed roads						
		Tobotshana		Poor			X	Fair		Good
		Mzantsi	Community Halls	Nil						
		Mazizini	Dipping Tanks	4						
			Stock Dams	2						
			LED Programmes	Select number of LED programmes in the ward						
				Farming			x	Tourism/Heritage		Arts and Crafts
			Schools	Select number of schools in the ward						
				Primary			3	Junior Secondary	7	High School
			Clinics	Select type of clinic						
				Permanent Structure				Mobile Clinic		
			Mode of transport	Select mode of transport						
				Buses				Taxis		
			Sport Fields							
	Early Childhood Development Centres (Crèche's)									

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT		TOP 5 WARD PRIORITIES ((PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR				
11	7916	Manqulo	Water	6/11		5x4 Km Short Rd- Ngquthu, Bumbane, Dyosini, Ngwane & Diya	INITIALS AND SURNAME				
		Ngquthu	Sanitation	7/11							
		Zibityolo	Electricity	10/11							
		Diya	Housing	0/11							
		Mahlubini	Access Roads	State of the access roads				Access Rd -Dlephu			
		Mbongendlu		Poor					Fair	X	Good
		Emmangweni	Proclaimed Roads	State of the proclaimed roads							
		Kobodi		Poor	x				Fair		Good
		Dlephu	Community Halls	Poor					Community Hall Diya/Ngquthu/Mangweni	SIGNATURE	
		Dyosini	Dipping Tanks	7							
		Xaxashimba	Stock Dams	9							
			LED Programmes	Select number of LED programmes in the ward							
				Farming	1		Tourism/Heritage		nil	Arts and Crafts	nil
			Schools	Select number of schools in the ward							
				Primary	3		Junior Secondary	10	High School	2	
			Clinics	Select type of clinic							
				Permanent Structure	2		Mobile Clinic		1		
			Mode of transport	Select mode of transport							
				Buses	1		Taxis/Bakkies		8		
			Sport Fields	Nil- need to be constructed							
	Early Childhood Development Centres (Crèche's)	1									

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR				
12	7458	Ngobozi	Water	8	Roads- R1, Ngobozi, Mbekweni Lengeni	INITIALS AND SURNAME N Monakali				
		Tholeni	Sanitation	10						
		Tholeni Komkhulu	Electricity	11						
		Jojweni	Housing	None						
		Mambendeni	Access Roads	State of the access roads			Water- Qeqe, Gxakhulu & Ngobozi Happy Valley			
		Ndabakazi Komkhulu		Poor		Fair			x	Good
		Sawutana ,Lengeni	Proclaimed Roads	State of the proclaimed roads			Electricity- Gxakhulu Qeqe	SIGNATURE		
		Lengeni		Poor	x	Fair				Good
		Qeqe	Community Halls	none						
		Gxakhulu	Dipping Tanks	Few						
		Happy Vally	Stock Dams	None			Projects- R1, Ngobozi, Toleni Komkhulu			
		Mahlubini	LED Programmes	Select number of LED programmes in the ward						
				Farming		Tourism/ Heritage				Arts and Crafts
				Select number of schools in the ward						
				Primary	9	Junior Secondary	9	High School	1	
			Clinics	Select type of clinic				Community Hall R1	DATE CONFIRMED 08-03-2018	
				Permanent Structure	1	Mobile Clinic				
			Mode of transport	Select mode of transport						
				Buses		Taxis	1			
			Sport Fields							
	Early Childhood Development Centres (Crèche's)	10								

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR				
13	7155	Blythswood	Water	12	<p>Electrification Blythswood XoboA/A</p> <p>Water and Sanitation Blythswood Mahemini A/A</p> <p>Construction of Roads Tyinira Mahemini to Mzantsi Sokapase ,& Komkhulu Areas</p> <p>Community Hall at the war room site. construction of LTA Grounds at Ncora A/A</p> <p>Funding of Project to enable jobs creation also, blading of Ncorha Streets to remote area</p>	<p>INITIALS AND SURNAME Z.C Mfazwe</p> <p>SIGNATURE</p> <p>DATE CONFIRMED 06/10/2017</p>				
		Maxelegwini	Sanitation	13						
		Mzantsi Sokapase	Electricity	16						
		Mngondini	Housing	0						
		Ncora	Access Roads	State of the access roads						
		Ekuphumleni		Poor			x	Fair	Good	
		Mkhobeni	Proclaimed Roads	State of the proclaimed roads						
		Zibondeni		Poor				Fair	x	Good
		Komkhulu	Community Halls	0						
		Mkhiva	Dipping Tanks	8						
		Maheni	Stock Dams	10						
		Trust Farm	LED Programmes	Select number of LED programmes in the ward						
				Farming			1	Tourism/Heritage	1	Arts and Crafts
		Kwa T	Schools	Select number of schools in the ward						
		Kwa L		Primary			1	Junior Secondary	8	High School
		L usizini	Clinics	Select type of clinic						
		Bhadule		Permanent Structure			0	Mobile Clinic	0	
		Exolo	Mode of transport	Select mode of transport						
		Emabheleni		Buses			6	Taxis	4	
			Sport Fields							
	Early Childhood Development Centres (Crèche's)	05								

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR				
15	6120	Biyana,Rwantsana	Water	N/a	Electricity- Qolweni, Diphini,Ndaba, Majamaneni, Tsitsa, mzantsi Water- Nqancule, Access Roads-Nqancule, Qolweni, Diphini Community Hall & Sports Fields-Rwantsana,Nqancule Stock Dams & Field Fencing	INITIALS AND SURNAME S Ncethezo				
		Hebe-Hebe	Sanitation	18						
		Lalini,Mtonjeni	Electricity	18						
		Hom,Ngunikazi,Diphini	Housing	Nil						
		Qolweni,	Access Roads	State of the access roads						
		Nkalweni,Mantanjeni		Poor			x	Fair		Good
		Geqeza,Mantanjeni	Proclaimed Roads	State of the proclaimed roads						
		Bongitole,Komkhulu		Poor			x	Fair		Good
		Buru,Gqagqa	Community Halls	1						
		Maphakathini	Dipping Tanks	6						
		Komkhulu	Stock Dams	Nil						
		Sivanxa,Tsomo,Matshanganeni,Marhambeni,Majamaneni,Tsitsa,Ndaba	LED Programmes	Select number of LED programmes in the ward						
				Farming		1	Tourism/Heritage	y	Arts and Crafts	Y
		Sidubela,Xhamani,Mzantsi	Schools	Select number of schools in the ward						
				Primary		8	Junior Secondary	9	High School	1
			Clinics	Select type of clinic						
				Permanent Structure		1	Mobile Clinic			
			Mode of transport	Select mode of transport						
				Buses		1	Taxis			
			Sport Fields	Nil						
	Early Childhood Development Centres (Crèche's)	3								
						DATE CONFIRMED 09 -10-2017				

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES(PROJECT PER VILLAGE)	CONFIRMED BY WARD CLLR						
17	10110	Dudumashe	Water	2	Water Supply & Stock dams- Kunene,Mjayezi,Thoboyi,No maheya Community Halls- Mjayezi 2 access rd to Proclaimed – Nqayi to Skolweni,Nomaheya Clinic-Nomaheya Deeping tanks- Lambatha,Thoboyi,	INITIALS AND SURNAME						
		Komkhulu	Sanitation	10								
		Kunene	Electricity	10								
		Lalini	Housing	0								
		Mission	Access Roads	State of the access roads								
		Mirlees		Poor			<input checked="" type="checkbox"/>	Fair	<input type="checkbox"/>	Good	<input type="checkbox"/>	
		Mjayezi	Proclaimed Roads	State of the proclaimed roads								
		Mngcangcatelo		Poor			<input checked="" type="checkbox"/>	Fair	<input type="checkbox"/>	Good	<input type="checkbox"/>	
		Nkqayi	Community Halls	No Community Hall								
		Sikolweni	Dipping Tanks	4								
		Gudla	Stock Dams	None								
			LED Programmes	Select number of LED programmes in the ward								
				Farming		<input type="checkbox"/>	Tourism/Heritage	<input type="checkbox"/>	Arts and Crafts	<input type="checkbox"/>		
			Schools	Select number of schools in the ward								
				Primary		<input type="checkbox"/>	8	Junior Secondary	<input type="checkbox"/>	2	High School	<input type="checkbox"/>
			Clinics	Select type of clinic								
				Permanent Structure		<input type="checkbox"/>	0	Mobile Clinic	<input type="checkbox"/>	0		
			Mode of transport	Select mode of transport								
				Buses		<input type="checkbox"/>	0	Taxis	<input type="checkbox"/>	0		
			Sport Fields	1								
			Early Childhood Development Centres (Crèche's)	4								
						SIGNATURE						
						DATE COONFIRMED 04 /04/2018						

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR
18	8603	Mtwaku	Water	60%	Roads-Kwampundu-Mkhwezeni, Ngcwazi to Ntwala	INITIALS AND SURNAME
		Ngcwazi	Sanitation	20%		
		Ntwala	Electricity	95%		
		Mantunzeleni	Housing	N/A		
			Access Roads	State of the access roads		
				Poor <input type="checkbox"/> x Fair <input type="checkbox"/> Good <input type="checkbox"/>		
			Proclaimed Roads	State of the proclaimed roads		
				Poor <input type="checkbox"/> Fair <input checked="" type="checkbox"/> Good <input type="checkbox"/>		
			Community Halls	N/A		
			Dipping Tanks	Moderate		
			Stock Dams	Moderate		
			LED Programmes	Select number of LED programmes in the ward		
				Farming <input type="checkbox"/> Tourism/Heritage <input type="checkbox"/> Arts and Crafts <input type="checkbox"/>		
			Schools	Select number of schools in the ward		
				Primary <input checked="" type="checkbox"/> x Junior Secondary <input type="checkbox"/> High School <input type="checkbox"/>		
			Clinics	Select type of clinic		
				Permanent Structure <input type="checkbox"/> x Mobile Clinic <input type="checkbox"/>		
	Mode of transport	Select mode of transport				
		Buses <input type="checkbox"/> Taxis <input type="checkbox"/> x				
	Sport Fields	Non				
	Early Childhood Development Centres (Crèche's)	Fair				
			Community Hall-Mekeni	Electricity-Nobuhle and Ntabeni	SIGNATURE ZG	
			Dipping Tank-Upper Ngcwazi			
			Sharing Shed- Ntwala and Mekeni			
					DATE CONFIRMED	
					04 April 2018	

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR								
19	8603	Lundi	Water	7	<table border="1"> <tr> <td>Access Roads</td> <td rowspan="2">INITIALS AND SURNAME</td> </tr> <tr> <td>Water</td> </tr> <tr> <td>Housing</td> <td rowspan="2">SIGNATURE V Nkehle</td> </tr> <tr> <td>School Transport</td> </tr> <tr> <td>Clinic</td> <td>DATE CONFIRMED 04 October 2017</td> </tr> </table>	Access Roads	INITIALS AND SURNAME	Water	Housing	SIGNATURE V Nkehle	School Transport	Clinic	DATE CONFIRMED 04 October 2017	
		Access Roads	INITIALS AND SURNAME											
		Water												
		Housing	SIGNATURE V Nkehle											
		School Transport												
		Clinic	DATE CONFIRMED 04 October 2017											
		Mahlubini	Sanitation	7										
		Ngxalawe	Electricity	2										
		Ntengwini	Housing	All ward										
		Njekeni,Siqithini,Jekezi	Access Roads	State of the access roads										
		Nkanini,Gubevu		Poor		<input checked="" type="checkbox"/>	Fair	<input type="checkbox"/>	Good	<input type="checkbox"/>				
		Sautana,Ndede,Busina	Proclaimed Roads	State of the proclaimed roads										
		Upper Kotana		Poor		<input checked="" type="checkbox"/>	Fair	<input type="checkbox"/>	Good	<input type="checkbox"/>				
		Mbangweni	Community Halls	All wards										
		Maseleni	Dipping Tanks	All ward										
		Shlabeni	Stock Dams	All ward										
			LED Programmes	Select number of LED programmes in the ward										
				Farming		<input checked="" type="checkbox"/>	Tourism/Heritage	<input type="checkbox"/>	Arts and Crafts	<input type="checkbox"/>				
	Schools	Select number of schools in the ward												
		Primary	<input type="checkbox"/>	Junior Secondary	<input type="checkbox"/>	High School	<input type="checkbox"/>							
	Clinics	Select type of clinic												
		Permanent Structure	<input type="checkbox"/>	Mobile Clinic	<input type="checkbox"/>									
	Mode of transport	Select mode of transport												
		Buses	<input type="checkbox"/>	Taxis	<input type="checkbox"/>									
	Sport Fields													
	Early Childhood Development Centres (Crèche's)													

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR				
21	7737	Zwelitsha	Water	Yes	<p>Access Roads-Joni to Tyeni Clinic</p> <p>Community Hall-Zwelitsha</p> <p>Sanitation-23 Villages</p> <p>Dipping Tanks-Swartbooi</p> <p>Decealting of Stock Dams – Whole ward</p>	<p>INITIALS AND SURNAME</p> <p>TC Nkutu</p> <p>SIGNATURE</p> <p>DATE CONFIRMED</p> <p>04-04-2018</p>				
		Kwaymani	Sanitation	40% of the ward						
		Ntshamanzi	Electricity	Yes						
		Malongweni	Housing	N/A						
		Mambabaleni	Access Roads	State of the access roads						
		Mgcwe Zantsi		Poor			<input checked="" type="checkbox"/>	Fair	<input type="checkbox"/>	Good
		Matolweni	Proclaimed Roads	State of the proclaimed roads						
		Mbanjwa		Poor			<input checked="" type="checkbox"/>	Fair	<input type="checkbox"/>	Good
		Etyeni	Community Halls	No						
		Ngwanya	Dipping Tanks	Yes but need Maintenance						
		Mission	Stock Dams	no						
		Mission, Tshazibane, Mazizini, Lahlangubu	LED Programmes	Select number of LED programmes in the ward						
				Farming			<input checked="" type="checkbox"/>	Tourism/Heritage	<input type="checkbox"/>	Arts and Crafts
		Radu, Sphahleni, Zingcuka	Schools	Select number of schools in the ward						
		Ziqhamnganeni, Zintukwini		Primary			<input checked="" type="checkbox"/>	Junior Secondary	<input checked="" type="checkbox"/>	High School
		Qoliwe, Marhawuleni	Clinics	Select type of clinic						
		Bongweni		Permanent Structure			<input checked="" type="checkbox"/>	Mobile Clinic	<input type="checkbox"/>	
		Sawtana	Mode of transport	Select mode of transport						
		Siqithini		Buses			<input type="checkbox"/>	Taxis/Bakkie	<input checked="" type="checkbox"/>	
			Sport Fields	No						
	Early Childhood Development Centres (Crèche's)	1								

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR	
22	9694	Qora A/A	Water	Only Taps bt No Water		Road-Ebusila komkhulu	INITIALS AND SURNAME
		Cafutweni A/A	Sanitation	80% of the ward			
		Busila A/A	Electricity	80 % of the ward		State of the access roads	SIGNATURE
			Housing	no			
			Access Roads	State of the access roads		Poor <input type="checkbox"/> Fair <input type="checkbox"/> Good <input type="checkbox"/>	Electricity-Mantlaneni
			Proclaimed Roads	State of the proclaimed roads			
			Community Halls	NO		Primary <input checked="" type="checkbox"/> Junior Secondary <input type="checkbox"/> High School <input type="checkbox"/>	DATE CONFIRMED
			Dipping Tanks	Yes			
			Stock Dams	No		Select mode of transport	
			LED Programmes	Select number of LED programmes in the ward			Buses <input type="checkbox"/> Taxis/Bakkies <input type="checkbox"/>
			Schools	Select number of schools in the ward		Sport Fields	
			Clinics	Select type of clinic			No
			Mode of transport	Select mode of transport		Early Childhood Development Centres (Crèche's)	
			Sport Fields	No			Yes
			Early Childhood Development Centres (Crèche's)	Yes			

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR			
23	7495	Gantantane	Water	All Villages	Road-xhobani	INITIALS AND SURNAME N Nqolomlilo			
		Myoyo	Sanitation	2 Villages that have no access					
		Mphakathi	Electricity	1 Village has no access	Electricity-Cingweni,Qindgqweni				
		Mzantsi	Housing						
		Mrawuzeli	Access Roads	State of the access roads					
		Ncalukeni		Poor	<input checked="" type="checkbox"/>	Fair	<input type="checkbox"/>	Good	<input type="checkbox"/>
		Batayi	Proclaimed Roads	State of the proclaimed roads					
		Qengqeweni		Poor	<input type="checkbox"/>	Fair	<input type="checkbox"/>	Good	<input type="checkbox"/>
		Komkhulu	Community Halls	Only 1 Community have hall			Community Hall-Sgingqini	SIGNATURE	
		Mangweni	Dipping Tanks	1Village has access					
		Ncincweba	Stock Dams	No Dams			Stock Dams-Mthonjeni		
		Mthonjeni,Mthonjeni,Cingweni,Mdeni,Mkhwaneni,Ncedani,Sitaali,Komkhulu	LED Programmes	Select number of LED programmes in the ward					
				Farming	<input checked="" type="checkbox"/>	Tourism/Heritage	<input checked="" type="checkbox"/>	Arts and Crafts	<input checked="" type="checkbox"/>
		,KrakrayoSingeni	Schools	Select number of schools in the ward					
		Komkhulu,Mango		Primary	<input type="checkbox"/>	Junior Secondary	2	High School	1
		Silatsha,Yekiso,Dumezweni	Clinics	Select type of clinic					
				Permanent Structure	<input checked="" type="checkbox"/>	Mobile Clinic	<input checked="" type="checkbox"/>		
			Mode of transport	Select mode of transport					
				Buses	<input type="checkbox"/>	Taxis	<input type="checkbox"/>		
			Sport Fields	N sport Field			RDP Houses-Qoboqobo	DATE CONFIRMED 23- 04- 2018	
	Early Childhood Development Centres (Crèche's)	They are not Registered							

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR	
25	11611	Emndundu	Water	20	Ngunduza Road, Mndundu Rd ,Mathole Road.	INITIALS AND SURNAME S.Liso	
		Centuli/Mcotama	Sanitation	25			
		Ndindwa,Centuli	Electricity	23			
		Mathole,Mndundu	Housing	none			
		Ngunduza,Dimbaza	Access Roads	State of the access roads			
		Esbhaxeni,Mahlathini		Poor			Fair
		Kabakazi,Mahlathi	Proclaimed Roads	State of the proclaimed roads			
		Ngunduza		Poor			Fair
		Mazeppoa RD	Community Halls	1			Mahlathini Community Hall
		Ndora	Dipping Tanks	3			
		Njakazi	Stock Dams		Centuli Clinic, Nguduza Clinic		
			LED Programmes	Select number of LED programmes in the ward			
				Farming	Tourism/Heritage	Arts and Crafts	Ndindwa Electricity
			Schools	Select number of schools in the ward			
				Primary	8 Junior Secondary	2 High School	
			Clinics	Select type of clinic			
				Permanent Structure	x	Mobile Clinic	x
			Mode of transport	Select mode of transport			
				Buses	Taxis		
			Sport Fields	none	Ndoqa Sport Field		
	Early Childhood Development Centres (Crèche's)	1	DATE CONFIRMED 03 October 2017				

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR				
26	10489	Macibe	Water	3 Village NO access	Access Road : Nibe-Zigqwabele, Zingcuka, Qolweni,Vusani to Lalen, Bholo-Nkete to Qolweni, Huku to Liqongo	INITIALS AND SURNAME Cllr N Zaba				
		Njingini	Sanitation	1 Village has no Access						
		Magiqweni	Electricity	2 Village has access						
		Nqusi	Housing	None						
		Msintsana	Access Roads	State of the access roads						
		Nxaxho		Poor			<input checked="" type="checkbox"/>	Fair	<input type="checkbox"/>	Good
		Godidi	Proclaimed Roads	State of the proclaimed roads						
		Zingcuka		Poor			<input checked="" type="checkbox"/>	Fair	<input type="checkbox"/>	Good
		Zibunu	Community Halls	None						
		Nkente	Dipping Tanks	None						
			Stock Dams	None						
			LED Programmes	Select number of LED programmes in the ward						
				Farming	<input type="checkbox"/>	Tourism/Heritage	<input type="checkbox"/>	Arts and Crafts	<input type="checkbox"/>	
			Schools	Select number of schools in the ward						
				Primary	5	Junior Secondary	9	High School	3	
			Clinics	Select type of clinic						
				Permanent Structure	<input type="checkbox"/>	Mobile Clinic	<input checked="" type="checkbox"/>			
			Mode of transport	Select mode of transport						
				Buses	<input checked="" type="checkbox"/>	Taxis	<input checked="" type="checkbox"/>			
			Sport Fields	Yes						
	Early Childhood Development Centres (Crèche's)	yes								
				Water: Njingini, Nkente and Mnyameni	SIGNATURE					
				Sanitation: Nxaxho and Zingcuka						
				Electricity: Godidi (Machelesini), Zingcuka (Zwelidala)	DATE CONFIRMED 06 March 2018					
				Community Hall (Ngqusi)						

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR			
27	9460	Gqunqe	Water	1	<p>Access Roads: Gqunqe, Cebe and Gcina</p> <p>Water: Gqunqe, Cebe and Gcina</p> <p>Community Hall: Gqunqe, Cebe, Gcina and Lusizi</p> <p>Dipping tanks: Nqwara and Lusizi</p> <p>Clinic: Cebe</p>	INITIALS AND SURNAME			
		Mcelwane	Sanitation	4					
		Zalu	Electricity	3					
		Nginezelo	Housing	NONE		State of the access roads			
		Ndimba	Access Roads	Poor			x	Fair	Good
		Kaba		Proclaimed Roads		State of the proclaimed roads			
		Xhiba	Poor			Fair	Good		
		Fetsha	Community Halls	None					
		Maqoma		Dipping Tanks		6			
		Cebe,Diko,Mkhunqwana	Stock Dams			None			
		Lalo,Fihlani,Luisizi,Nqwara		LED Programmes		Select number of LED programmes in the ward			
		Qolweni,Manyube,Pensholo,Gcina,Esngeni	Farming			Tourism/Heritage	x	Arts and Crafts	2
		Qolweni	Schools	Select number of schools in the ward					
		Thubeni,Nqwara		Primary		2	Junior Secondary	8	High School
			Clinics	Select type of clinic					
				Permanent Structure		1	Mobile Clinic	0	
			Mode of transport	Select mode of transport					
				Buses		3	Taxis		
	Sport Fields	None							
	Early Childhood Development Centres (Crèche's)	2							
						DATE CONFIRMED			

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR				
28	8780	Ngcizele	Water	07 out of 08	<p>Access Roads -Ngcizela -Macibe -Kobonqaba -Nxaxo -Takazi -Kantolo, Ncerana</p> <p>Water -Khantolo</p> <p>Dipping Tanks -Kantolo -Ncerana -Takazi -Maitainance of roads -Ngcizele</p> <p>Community Hall -Kobonqaba -Nxaxo A, Mcibe -Takazi b, -Ncerana A/A</p> <p>Bridge- Khobonqaba, Nxaxho, Thakazi, Ngqusi</p>	INITIALS AND SURNAME				
		Kobonqaba	Sanitation	Unfinished whole ward						
		Nxaxo	Electricity	Moderate						
		Thakazi	Housing	N/A						
		Ncerana	Access Roads	State of the access roads						
		Kantolo		Poor				Fair	x	Good
		Macibe/Mgobozi	Proclaimed Roads	State of the proclaimed roads						
				Poor				Fair		Good
			Community Halls	N/Z						
			Dipping Tanks	4 But not all working						
			Stock Dams	Dams need Renovation						
			LED Programmes	Select number of LED programmes in the ward						
				Farming				Tourism/Heritage		Arts and Crafts
			Schools	Select number of schools in the ward						
				Primary				Junior Secondary	x	High School
			Clinics	Select type of clinic						
				Permanent Structure			x	Mobile Clinic		
			Mode of transport	Select mode of transport						
	Buses	x		Taxis	x					
	Sport Fields	N/A								
	Early Childhood Development Centres (Crèche's)	Moderate								
					DATE CONFIRMED	04 April 2018				

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR				
29	8893	Qolora	Water	Yes not well	Roads- Qolora,Gxhara,Kei farm road and Nyumaga)	INITIALS AND SURNAME L Mbhentsula				
		Kei Farm	Sanitation	Yes not well						
		Notshinga	Electricity	Yes not well						
		Gxara	Housing	N/A						
		Feni	Access Roads	State of the access roads						
		Nyumaga		Poor				Fair	x	Good
		khwane	Proclaimed Roads	State of the proclaimed roads						
		Gontsi vaku		Poor				Fair	x	Good
			Community Halls	N/A						
			Dipping Tanks	Yes not well						
			Stock Dams	N/a						
			LED Programmes	Select number of LED programmes in the ward						
				Farming	x	Tourism/Heritage	x	Arts and Crafts	x	
			Schools	Select number of schools in the ward						
				Primary		Junior Secondary	x	High School		
			Clinics	Select type of clinic						
				Permanent Structure	x	Mobile Clinic			x	
			Mode of transport	Select mode of transport						
				Buses		x	Taxis		x	
			Sport Fields	Yes but no funding						
	Early Childhood Development Centres (Crèche's)									
					Electricity- Feni New Rest,Mngeni,Golo,Phesha kwebhunyiti, Sixhotyeni, Kwane & Kei Farm	SIGNATURE				
					Sport Ground & Community Hall -Feni					
					Clinics- Nontshinga	DATE CONFIRMED 06 March 2018				
					Community Hall-Feni Clinic					

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT	TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR				
30	7546	Msentu	Water	6	Access Roads- Msentou, Machelesini Ngede, Qombolo & Nxokwana and Mambalwini, Qombolo & Kentane Sisonke township	INITIALS AND SURNAME : Cllr Makeleni				
		Amambalu	Sanitation	8						
		Ngede	Electricity	8						
		Nxokwana	Housing	1						
		Xeni	Access Roads	State of the access roads						
		Qombolo		Poor			<input checked="" type="checkbox"/>	Fair	<input type="checkbox"/>	Good
		Centane	Proclaimed Roads	State of the proclaimed roads						
		Mjanyane		Poor			<input checked="" type="checkbox"/>	Fair	<input type="checkbox"/>	Good
			Community Halls	1			Dipping Tank at Msentwa and Electricity- Mtshanyaneni (Msuzweni, Ngede & Qayiso)	SIGNATURE		
			Dipping Tanks	3						
			Stock Dams	0						
			LED Programmes	Select number of LED programmes in the ward						
				Farming	<input checked="" type="checkbox"/>	Tourism/ Heritage			<input type="checkbox"/>	Arts and Crafts
			Schools	Select number of schools in the ward						
				Primary	<input checked="" type="checkbox"/>	Junior Secondary	<input type="checkbox"/>	High School	<input checked="" type="checkbox"/>	
			Clinics	Select type of clinic						
				Permanent Structure	<input checked="" type="checkbox"/>	Mobile Clinic	<input checked="" type="checkbox"/>			
			Mode of transport	Select mode of transport						
				Buses	<input type="checkbox"/>	Taxis	<input type="checkbox"/>			
			Sport Fields		High Mast Light and Library – Kentane Town and Mambalwini	DATE CONFIRMED 04 April 2018				
	Early Childhood Development Centres (Crèche's)									

WARD NO.	POPULATION	VILLAGES	SERVICES CURRENTLY ACCESSED IN THE WARD	HOW MANY VILLAGES THAT HAVE ACCESS TO THE SERVICES OR SELECT		TOP 5 WARD PRIORITIES (PROJECT NAME PER VILLAGE)	CONFIRMED BY WARD CLLR			
31	9348	Ngganda	Water	Yes not whole ward			Access Road Khobonqaba (Nqqanda,Thala,Qina,mafusini)	INITIALS AND SURNAME N Lusizi		
		Khobonqaba	Sanitation	Yes						
		Seku,Luxeni	Electricity	Yes not whole ward						
		Mtshotshweni	Housing	nil						
		Zingxala ,Jojweni	Access Roads	State of the access roads						
		Kwanayo,Dike,Seyise		Po or	x		Fair			Good
		Mdange, Nonyembezi	Proclaimed Roads	State of the proclaimed roads						
		Ediphini,Mnyameni		Po or	x		Fair			Good
		Samnka,Kwazingxala	Community Halls	no						
		Myeki,Mante,Tyeni	Dipping Tanks							
		Jojweni,Thembani	Stock Dams							
		Hlangani A&B	LED Programmes	Select number of LED programmes in the ward						
				Farming			Tourism/Heritage		Arts and Crafts	
		Matshona, Nkotyweni	Schools	Select number of schools in the ward						
		Masatlana,Manzana		Primary	yes		Junior Secondary	y	High School	2
		Kwabharimane	Clinics	Select type of clinic						
		Thala		Permanent Structure	x		Mobile Clinic			
				Mode of transport			Select mode of transport			
				Buses			x	Taxis		
				Sport Fields	No					
Early Childhood Development Centres (Crèche's)	yes									
						Electricity (Thala, Mafusini, Nkotyweni, Masatilana, Manzana. Myeni)				
						Community Hall (Nqileni,Qina A/A)	SIGNATURE			
						RDP Houses				
						Dams whole ward	DATE CONFIRMED 26-02-2018			

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE YEAR 2017/2018

Date of Committee	Committee Recommendations	Recommendations Adopted (Y/N)
30 August 2017	<p>The Committee reviewed the 2016/2017 Draft Annual Report with the Annual Financial Statements before submission to the Auditor General.</p> <p>It was resolved that the CFO should take note of the comments made by the Committee, and that the Committee should be given enough time to review the AFS.</p>	Y
10 November 2017	<p>Internal Audit documents (Audit Committee Charter, Internal Audit Charter, Methodology and Annual Audit Plan) were presented to the Audit Committee and it resolved that they be noted by Audit Committee but be forwarded to Chairperson for her comments before approval by the Council.</p>	N
18 January 2018	<p>Management Letter and Audit Report (2016/2017) was presented to the Committee and it was resolved that an Audit Action Plan should be implemented to address material matters raised by the Auditor General.</p>	N

APPENDIX J- DISCLOSURES OF FINANCIAL INTERESTS

Disclosures of Financial Interests		
Period 01 July 2017 to 30 June 2018 (2017/2018 financial year)		
Position	Name	Description of Financial interest
Executive Mayor	Cllr N H Skelenge	N/A
Council Speaker	Cllr Z M Mnqwazi	N/A
Chief Whip	Cllr Z Mkiva	The registered company are as follows: Big S Co-OP,Love Lusizo Co-Op,Sizabantu Investments Co-Op,Qayiya Commnity Radio Co-Op
Members of Mayoral Committee	Cllr M E Ntshonga	The registered company are as follows: Sizabantu Trading cc ,Group 2 Trading cc, Malra Construction cc ,Iqhayiya Community Radio,Zimbini Mbin cc, South Ambition cc
	Cllr N Layiti	The registered company are as follows: Layiti General Trading(Close Co-operations)
	Cllr N R Tshona	N/A
	Cllr T Nkamisa	N/A
	Cllr N Sheleni	N/A
	Cllr L Mgandela	N/A
	Cllr T P Ntanga	N/A
	Cllr N P Dube	The registered company are as follows: Sonke Co-Op
	Cllr C Mtsi	N/A
	Cllr N Jiya	N/A
Chairperson of MPAC	Cllr Z Siyo	N/A
Councillors	Cllr T Bikitsha	N/A
	Cllr N Plaatjie	N/A
	Cllr S Matutu	N/A
	Cllr T Z Xhongwana	N/A
	Cllr G N Nombila	N/A
	Cllr K G Magwaca	The registered company are as follows: Patriotic Infantry Security and Cleaning Services(2009/167583/23)
	Cllr N M Mpambani	N/A
	Cllr Z A Mqolo	N/A
	Cllr M Mkhilili	N/A
	Cllr S N Tshazi	The registered company are as follows: IA Green Mouse Tarven 63330.
	Cllr Z Bomela	The registered company are as follows: D.P.T of Transport Traffic
	Cllr N Ntolosi	N/A
	Cllr S L Mafanya	N/A
	Cllr B Kave	N/A
	Cllr N H Kendle	N/A
	Cllr G Guqaza	N/A
	Cllr W M Ntongana	CC
	Cllr A A Krakri	N/A
	Cllr N. Lusizi	N/A
	Cllr M Molosi	N/A

Disclosures of Financial Interests		
Period 01 July 2017 to 30 June 2018 (2017/2018 financial year)		
Position	Name	Description of Financial interest
	Cllr A B Madikane	N/A
	Cllr Y Mngonyama	N/A
	Cllr Z Sobekwa	N/A
	Cllr W W Mbadlanyana	N/A
	Cllr N Sukwana	N/A
	Cllr L S Sobekwa	The registered company are as follows: Chulumanco General Trading cc
	Cllr L M Mtalo	The registered company are as follows: L.M Mtalo Construction
	Cllr N Monakali	N/A
	Cllr Z C Mfazwe	N/A
	Cllr Z Mnqokoyi	N/A
	Cllr S Ncetezo	N/A
	Cllr M Ndungane	N/A
	Cllr X I Pupuma	There is no declaration form in the file
	Cllr Z Gade	The registered company are as follows: Taxi Industry
	Cllr V Nkehle	N/A
	Cllr T H Mpeta	N/A
	Cllr T C Nkutu	N/A
	Cllr L Tsipa	N/A
	Cllr N N Nqolomlilo	N/A
	Cllr N C Ndongeni	N/A
	Cllr S Lilise	N/A
	Cllr N L Zaba	N/A
	Cllr T Ntyinkala	N/A
	Cllr N Mxhoko	N/A
	Cllr L Mbentsula	N/A
	Cllr T Makeleni	N/A
	Cllr Nelisa Lusizi	NO FORM
Municipal Manager	Mr S Mahlasela	
Chief Financial Officer	Mr M Matomane	
Other Section 56 Managers	Ms Z Ntile	
	Mr M Kibi	
	Mr M Dilika	
	Ms S Benya	
	Mr S Caga	The registered company are as follows: <ul style="list-style-type: none"> • Fundisa Consulting Registration No 212/003595/07 • Phindani Security Services • 2018/28685107 Security Services (the company not I state) • Magazine X 2015/013699/07 Hospitality (the company is not active)

APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE

Revenue Collection Performance by Vote						
R' 000						
Vote Description	Year -1	Current: Year 0			Year 0 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
BUDGET & TREASURY OFFICE	236 946	263 138	263 138	272 729	104%	104%
CORPORATE SERVICES	5 087	708	708	148	21%	21%
COMMUNITY SERVICES	7 731	18 800	18 800	3 288	18%	18%
INFRASTRUCTURAL PLANNING AND DEVELOPMENT	92 219	72 701	72 701	26 001	36%	36%
Total Revenue by Vote	341 983	355 347	355 347	302 166	85%	85%

Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A3

APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE

Description	2016/17	Budget Year 2017/18					
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	YearTD budget	YTD variance	YTD variance
R thousands	R'000	R'000	R'000	R'000	R'000	R'000	%
Revenue By Source							
Property rates	19 472	19 472	19 472	12 148	19 472	(7 324)	-38%
Service charges - refuse revenue	4 100	4 100	4 100	1 275	4 100	(2 825)	-69%
Rental of facilities and equipment	2 317	3 203	3 203	544	3 203	(2 659)	-83%
Interest earned - external investments	4 500	5 661	5 661	3 586	5 661	(2 076)	-37%
Fines, penalties and forfeits	2 201	9 057	9 051	325	9 057	(8 732)	-96%
Licences and permits	1 000	1 015	1 015	1 066	1 015	50	5%
Agency services	4 283	3 900	3 900	3 552	3 900	(348)	-9%
Other revenue	972	1 200	1 200	2 524	1 200	1 324	110%
Gains on disposal of PPE	590	1 100	1 100	205	1 100	(895)	-81%
Total Revenue (excluding capital transfers and contributions)	39 434	48 709	48 702	25 224	48 709	(23 484)	-48%

APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Grant Performance					
Description	Year 0			Year 0 Variance	
	Budget R'000	Adjustments Budget R'000	Actual R'000	Original Budget (%)	Adjustments Budget (%)
Operating Transfers and Grants					
National Government:	9 016	9 016	8 533	95%	95%
Finance Management Grant	1 700	1 700	1 414	84%	84%
EPWP	2 316	2 316	2 316	100%	100%
INEP	5 000	5 000	4 803	96%	96%

APPENDIX M: CAPITAL EXPENDITURE

Capital Expenditure - New Assets Programme* R '000							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustm ent Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Infrastructure - Total	55 849	52 515	49 112	46 878	60 046	69 108	71 674
Infrastructure: Road transport - Total	55 849	47 515	44 112	42 250	54 646	58 238	61 674
Roads, Pavements & Bridges							
Storm water							
Infrastructure: Electricity - Total	-	5 000	5 000	628 ⁴	5 400	10 870	10 000
Generation Transmission & Reticulation							
Street Lighting							
Infrastructure: Water - Total	-	-		-	-	-	-
Dams & Reservoirs							

Capital Expenditure - New Assets Programme* R '000							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Water purification							
Reticulation							
Infrastructure: Sanitation - Total	-	-		-	-	-	-
Reticulation							
Sewerage purification							
Infrastructure: Other – Total	-	-		-	-	-	-
Waste Management							
Transportation							
Gas							
Other							
Community - Total	0	13 668	13 815	14 896	8 014	8 478	8 979
Parks & gardens							
Sportsfields & stadia							
Swimming pools							
Community halls							
Libraries							
Recreational facilities							
Fire, safety & emergency							
Security and policing							
Buses							
Clinics							
Museums & Art							
Galleries							
Cemeteries							
Social rental housing							
Other	0	13 668	13 815	14 896	8 014	8 478	8 979
Table continued next page							

Capital Expenditure - New Assets Programme* R '000							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Heritage assets - Total	-	-		-	-	-	-
Buildings							
Other							
Investment properties – Total	-	-		-	-	-	-
Housing development							
Other							
Other assets	4 164	2 042	4 256	2 083	717	759	803
General vehicles							
Specialised vehicles							
Plant & equipment							
Computers - hardware/equipment							
Furniture and other office equipment							
Abattoirs							
Markets							
Civic Land and Buildings							
Other Buildings							
Other Land							
Surplus Assets - (Investment or Inventory)							
Other	4 164	2 042	4 256	2 083	717	759	803
Agricultural assets	-	-		-	-	-	-
List sub-class							
Biological assets	-	-		-	-	-	-
List sub-class							

Capital Expenditure - New Assets Programme* R '000							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Intangibles	-	0	0	-	-	-	-
Computers - software & programming		0	0				
Other (list sub-class)							
Total Capital Expenditure on new assets	60 013	68 225	67 183	63 857	68 776	78 345	81 456
Specialised vehicles	-	-		-	-	-	-
Refuse							
Fire							
Conservancy							
Ambulances							

* Note: Information for this table may be sourced from MBRR (2009: Table SA34a)

T M.1

Capital Expenditure - Upgrade/Renewal Programme* R '000							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Infrastructure - Total							
Infrastructure: Road transport -Total							
Roads, Pavements & Bridges							
Storm water							
Infrastructure: Electricity – Total	-	-		-	-	-	-
Generation							
Transmission & Reticulation							
Street Lighting							
Infrastructure: Water – Total	-	-		-	-	-	-

Capital Expenditure - New Assets Programme* R '000							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Dams & Reservoirs							
Water purification							
Reticulation							
Infrastructure:							
Sanitation - Total	-	-		-	-	-	-
Reticulation							
Sewerage purification							
Infrastructure: Other –							
Total	-	-		-	-	-	-
Waste Management							
Transportation							
Gas							
Other							
				1			
Community	-	1 368	1 386	040	-	-	-
Parks & gardens							
Sportsfields & stadia							
Swimming pools							
Community halls							
Libraries							
Recreational facilities							
Fire, safety & emergency							
Security and policing							
Buses							
Clinics							
Museums & Art							
Galleries							
Cemeteries							
Social rental housing							
Other		1 368	1 386	1 040			
Heritage assets	-	-		-	-	-	-
Buildings							
Other							
Capital expenditure by Asset Class							

Capital Expenditure - New Assets Programme* R '000							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Investment properties	-	-		-	-	-	-
Housing development							
Other							
Other assets	-	-		-	-	-	-
General vehicles							
Specialised vehicles							
Plant & equipment							
Computers - hardware/equipment							
Furniture and other office equipment							
Abattoirs							
Markets							
Civic Land and Buildings							
Other Buildings							
Other Land							
Surplus Assets - (Investment or Inventory)							
Other							
Agricultural assets	-	-		-	-	-	-
List sub-class							
Biological assets	-	-		-	-	-	-
List sub-class							
Intangibles	-	-		-	-	-	-
Computers - software & programming							
Other (list sub-class)							
Total Capital Expenditure on renewal		1 368	1 386	1 040			

Capital Expenditure - New Assets Programme* R '000							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
of existing assets							
Specialised vehicles	-	-		-	-	-	-
Refuse Fire							
Conservancy Ambulances							

* Note: Information for this table may be sourced from MBRR (2009: Table SA34b) T M.2

APPENDIX N- CAPITAL PROGRAMME BY PROJECT: 2017/2018 FINANCIAL YEAR

Capital programme by project: 2017/2018 Financial year					
Capital projects	Original Budget	Adjustment Budget	Actual	Variance (Act-Adj) %	Variance (Act-OB) %
Road Construction	42 302 655	43 022 741	15 339 605	36%	36%
Electricity	5 000 000	5 372 411	5 175 802	96%	104%
Community Halls	2 296 166	2 296 166	252 676	11%	11%
Drivers License Testing Centre	2 000 000	2 000 000	201 828	10%	10%
Sport Field	8 176 857	9 025 857	3 482 762	39%	43%
Taxi Rank	3 062 531	5 732 672	1 200 923	21%	39%

APPENDIX O- CAPITAL PROGRAMME BY PROJECT BY WARD: 2017/2018 FINANCIAL YEAR

Capital programme by project by ward: 2017/2018 Financial year		
Capital projects	Wards affected	Work completed (Y/N)
Road Construction		
Blue sky access road	22	N
Gubevu to Sawutana access road	19	N
Mpahleni access road	18	N
Ngxalathi access road	07	N
Lusuthu to Masele access road	20	N
Ngqwarha to Manyube access road	26	N
Mazizini to Mthwawelanga Access Road	21	N
Macibe access road	27	N
Dyam Dyam access road	14	N
Ncerana access road	28	N
Centane Street Surfacing Phase 2	30	N
Ngqamakwe internal street surfacing	18	N
Litchi to Qolweni access road	28	N
Electricity		
Bolani electrification project	16	N
Community Hall		
Mahemini community Hall	13	N
Drivers Licence Testing Centre		
Butterworth Drivers Licence Testing Centre	02	N
Sport Field		
Kotane out door sport field	19	N
Teko Kona out door sport field	24	N

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

Declaration of Loans and Grants made by the municipality: 2017/2018 financial year				
All Organisation or Person in receipt of Loan*/Grants* provided by the municipality	Nature of project	Conditions attached to funding	Value 2017/2018 FY	Total Amount Committed over previous and future years
NO LOANS				

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

MFMA Section 71 Returns Not Made during 2017/2018 According to Reporting Requirements	
Return	Reason Return has not been properly made on due date
N/A	

REPORT ON MUNICIPAL INDICATORS

ORGANISATIONAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

No.	Indicator Name	Total number of people (planned for during the year under review)	Achievement level during the year under review	Achievement percentage during the year	Comments
1.	Vacancy rate for all approved and budgeted posts	13	13	100%	
2.	Percentage of appointment in all strategic positions (Municipal Manager and Section 56 Managers)	7	7	100%	Section 54A and Section 56 Managers were appointed in the year under review
3.	Percentage of Section 56 Manager including Municipal Managers who attended at least 1 skill development training course within the FY	0	0	0	There was no training course planned for S54A and S56 Managers
4.	Percentage of Managers in Technical Services with a professional qualification	4	4	100%	All the Managers in Technical Services have a professional qualification
5.	Level of PMS Effectiveness in the Local Municipality	The municipality has managed to cascade performance in all the levels in the institution through implementation of Performance Accountability Agreements and Performance Promises on levels below Section 56 Managers			
6.	Percentage of staff that have undergone a skills audit (including competency profiles) within the current 5 year term	736	736	100%	Skills audit was done for all the skills audit
7.	Percentage of Councillors who attended a skill development training in the year under review	15	15	100%	
8.	Percentage of staff complement with disability	12	02	17%	The municipality depends on the availability of skills within the equity group
9.	Percentage of female employees	75	5	67%	The municipality depends on the availability of skills within the equity group
10.	Percentage of employees that are 35 and younger	63	63	100%	
11.	Adoption and implementation of a Local Performance Management System	The Municipality adopted the reviewed PMS Framework in 2017/2018 financial year			

BASIC SERVICE DELIVERY PERFORMANCE INDICATORS

Annual performance as per key performance indicators in water services

THIS FUNCTION IS PERFORMED BY AMATHOLE DISTRICT MUNICIPALITY

No.	Indicator Name	Total number of people	Achievement level during	Achievement percentage	Comments on the gap
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		(planned for during the year under review	the year under review	during the year	
1.	Percentage of households with access to potable water				
2.	Percentage of indigent households with access to free basic potable water				
3.	Percentage of clinics with access to potable water				
4.	Percentage of schools with access to potable water				
5.	Percentage of households in formal settlements using buckets				

Annual performance as per key performance indicators in Electricity Services

No.	Indicator Name	Total number of people (planned for during the year under review	Achievement level during the year under review	Achievement percentage during the year	Comments
1.	Percentage of households with access to electricity services	200	256	128%	
2.	Percentage of indigent households with access to basic electricity services	6958	6958	100%	
3.	Percentage of indigent households with access to free alternative energy sources	9300	0	0%	No indigent households accessed the free alternative energy source in the year under review due to financial constraints

Annual performance as per key performance indicators in sanitation services

THIS FUNCTION IS PERFORMED BY AMATHOLE DISTRICT MUNICIPALITY

No.	Indicator Name	Total number of people (planned for during the year under review	Achievement level during the year under review	Achievement percentage during the year	Comments on the gap
1.	Percentage of households with access to sanitation services				
2.	Percentage of indigent households with access to free basic sanitation services				
3.	Percentage of clinics with access to sanitation services				
4.	Percentage of schools with access to sanitation services				

Annual performance as per performance indicators in road maintenance services

No.	Indicator Name	Total number of kilometres (planned for during the year under review)	Achievement level during the year under review	Achievement percentage during the year	Comments
1.	Percentage of households without access to gravel or graded roads	440kms	571.96kms	130%	
2.	Percentage of planned new road infrastructure actually constructed	57kms	Not Achieved	0%	In the year under review 46 % of the total planned kilometres of roads have been constructed.
3.	Percentage of capital budget reserved for road upgrading and maintenance effectively used	Original Allocation= R63 693 000 Adjusted Allocation= R40 693 000	R21 500 000	53.4%	Only 53.4 % was used from the MIG funding in the financial year under review

Annual performance as per key performance indicators in waste management services

No.	Indicator Name	Total number of people (planned for during the year under review)	Achievement level during the year under review	Achievement percentage during the year	Comments
1.	Percentage of households with access to refuse removal services (Urban wards covered are 01,02,03,04,05,06, 16,30 Wards Covered are Ward 8; 11; 15; 18; 19; 20; 26; 27; 28; 31	9100	9100	100%	Mnquma Municipality is fairly rural in nature and Refuse Removal services are performed on urban wards including informal settlements and there has been 100% access to refuse removal services in all urban wards
				100%	Ten rural wards are serviced through Community Works Programme. Three Wards in Butterworth, three in Ngqamakwe and four in Centane. Each village in a Ward is serviced once a week.
2.	Existence of waste management plan	Mnquma Municipality developed the Integrated Waste Management Plan in 2012 and the plan (with other related plans such as the Integrated Environmental Management Plan) serve as basis for managing waste in the municipality. Waste Management By Law adopted by Council in 2014/2015 Financial Year.			

Annual performance as per key performance indicators in housing and town planning services

No.	Indicator Name	Total number of people (planned for during the year under review)	Achievement level during the year under review	Achievement percentage during the year	Comments
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		review	year
1.	Percentage of households living in informal settlements	5520	The municipality updates a housing needs register
2.	Percentage of informal settlements that have been provided with basic services	5520	
3.	Percentage of households in formal housing that conforms to the minimum building standards for residential houses	None	
4.	Existence of an effective indigent policy	The Municipality developed an indigent policy that was adopted by Council	
5.	Existence of an approved SDF	The Spatial Development Framework for Mquma Municipality was prepared in accordance with the requirements of the Municipal Systems Act, 2000 and Spatial Planning and Land Use Management Act, 2013 and it was approved by Council in June 2016.	
6.	Existence of Land Use Management System (LUMS)	The municipality has budgeted for the development of LUMS in accordance with the new planning legislation (SPLUMA) during the current financial year.	Terms of reference for the appointment of a service provider have been prepared.

KPA: MUNICIPAL LOCAL ECONOMIC DEVELOPMENT FRAMEWORK

Annual performance as per key performance indicators in LED

No.	Indicator Name	Target set for the year	Achievement level during the year under review (absolute figure)	Achievement percentage during the year	Comments
1.	Existence of LED Unit	LED unit is in existence with Director and 6 Managers (PMO, Investment & Promotion, SRD, Tourism & Heritage, SMME & Land Use management)			
2.	Percentage of LED Budget spent on LED related activities	R0	R0	0%	
3	Two Partnership agreements for Coastal Development (Seagulls) and Bawa Falls coordinated by June 2018	Co-ordinate Two partnership agreements for Coastal development (Seagulls) and Bawa Falls by June 2018	Not Achieved	50%	1.Draft Coastal development partnership agreement has been developed 2 .Develop & implement facilitation plan for Bawa falls development
4	Two investment programs (Revitalization of Butterworth Industries and Gcuwa Dam developments) facilitated by June 2018	Facilitate two investment programs (Revitalization of Butterworth Industries and Gcuwa Dam developments) by June 2018	Not Achieved	50%	1. Meetings set with ECDC, ADM, DEDEAT, developer and Mquma wherein the developer's proposal was accepted 2. The developer (Lonwabo developer) managed to obtain the funding from DEDEAT 3.Meetings set with ECDC,

No.	Indicator Name	Target set for the year	Achievement level during the year under review (absolute figure)	Achievement percentage during the year	Comments
					Mnquma, BTT & Passion Beverages wherein factories were identified and lease agreement were signed
5	Social facilitation plan towards support of Seagulls development reviewed and implemented by June 2018	Review and implement Social facilitation plan towards support of Seagulls development by June 2018	Achieved	100%	Social facilitation plan was developed and workshopped to the Qolora community 2.The PSC was established
6	Maintenance of Six heritage sites(Tiyo Soga's Grave, Bawa Falls, King Phalo's Grave, Blythswood Caves, Maholwana Ntlangwini's Grave and Centane War Memorial Monument) facilitated by June 2018	Facilitate maintenance of six heritage sites by June 2018 (Tiyo Soga's Grave, Bawa Falls, King Phalo's Grave, Blythswood Caves, Maholwana Ntlangwini's Grave and Centane War Memorial Monument)	Achieved	100%	The maintenance has been done for six heritage sites by June 2018 (Tiyo Soga's Grave, Bawa Falls, King Phalo's Grave, Blythswood Caves, Maholwana Ntlangwini's Grave and Centane War Memorial Monument)
7	Four Tourism Awareness Campaigns co-ordinated by June 2018	Co-ordinate four Tourism Awareness Campaign by June 2018	Achieved	100%	1.Distribution of tourism brochures was conducted along N2 2.Educational awareness campaign was conducted in Msobomvu High
9	Support to 10 SMME/Co-operatives co-ordinated by June 2018 (Capacity building and registration)	Co-ordinate support to 10 SMMEs/Co-operatives by June 2018 (Capacity building and registration)	Achieved	100%	Nine Cooperative capacitated on Corporate governance, one cooperative capacitated on sewing and Seventeen Coops on marketing 2 Five coops and on SMME legal registered
10	Establishment of Co-operatives Development Centre coordinated by June 2018	Co-ordinate establishment of the Co-operatives Development Centre by June 2018	Partially achieved	50%	The establishment & Business plan for the CDC has been adopted by the Council

No.	Indicator Name	Target set for the year	Achievement level during the year under review (absolute figure)	Achievement percentage during the year	Comments
11	Number of job opportunities created through EPWP	1358	Achieved	100%	The number includes jobs created through EPWP, Community Works Programme, Solid Waste Co-operatives and other programs
12	Capacity building of 4 emerging farmers towards implementation of Agri-park projects coordinated by June 2018	Facilitate capacity building of 4 Emerging farmers towards implementation of Agri-park projects by June 2018	Achieved	100%	1. capacity building has been done for 4 emerging farmers (QBS, Water dale , Mandzolo & Ntsheshe wool growers) towards implementation of Agri-park projects
13	Land use applications processed for approval within 30 – 60 days by June 2018	Process Land Use applications for approval within 30-60 days by June 2018	Achieved	100%	Processing through Council the Rezoning and relaxation of 11 (eleven) land application done
14	8 erven surveyed and formalized ((remainder of erf 725, erf 1101,153, 671, 530 and 153, Consolidation of erven, 637, 638 and 639 and subdivision of Commonage land opposite Thusong Center:Centane town) by June 2018	Survey and formalize 8 erven (remainder of erf 725, erf 1101,153, 671, 530 and 153, Consolidation of erven, 637, 638 and 639 and subdivision of Commonage land opposite Thusong Center:Centane town) by June 2018	Partially achieved	50%	Terms of reference for the survey and formalization of 8 erven were developed and submitted to BTO
15	Existence of LED strategy	Mnquma Local Municipality's LED Strategy was reviewed and adopted in 2015/2016			

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Annual performance as per key performance indicators

No.	Indicator Name	Target set for the year	Achievement level during the year (absolute figure)	Achievement percentage during the year	Comments
1.	% of ward committees established	310	310	100%	
2.	% of ward committees that are functional	31	25	81%	
3.	Existence of an effective system to monitor CDWs	Community Development Workers are monitored by Councillors; as they are invited in Ward Committee and Ward General Meetings. They participate in IDP/PMS and Budget Representative Forum.			

4.	Existence of an IGR strategy	The municipality established an Intergovernmental Relations Forum in line with the IGR framework Act. Further IGR terms of reference were developed and adopted which outline operations of the forum, frequency and attendance of meetings.		
5.	Effectiveness of IGR structural meetings	IGR meetings are scheduled in the institutional calendar adopted by Council they are also in line reflected in the IDP PMS and Budget Process plan. The IGR meetings have proved to be very effective in the year under review as there has been significant improvement in terms of attendance by government departments and there has been a structured flow of reporting in the meetings. 4 IGR meetings were held as planned in the year under review		
6.	Existence of an effective communication strategy	Communication and Marketing strategy was reviewed and adopted by Council 30 May 2018. The policy outlines how the municipality communicates with its stakeholders and assigns responsibilities with regards to communication.		
7.	Number of Mayoral Imbizos conducted	4	4	100%
8.	Existence of a fraud prevention mechanism	The municipality has Anti-Fraud and Corruption Policy which was adopted by Council in 2017/2018 Financial Year		

KPA: FINANCIAL VIABILITY AND MANAGEMENT

No	Indicator Name	Target set for the year R(000)	Achievement level during the year R(000)	Achievement percentage during the year
1.	Percentage of expenditure of capital budget	71 902	28 704	40%
	Indicator Name	Target set for the year R(000)	Achievement level during the year R(000)	Achievement percentage during the year
2.	Salary budget as a percentage of the total operational budget	201 808	204 300	101%
	Indicator Name	Target set for the year (20% or less) R(000)	Achievement level during the year R(000)	Achievement percentage during the year
3.	Trade creditors as a percentage of total actual revenue	69 167	(74 336)	107
	Indicator Name	Target set for the year (80% and more) R(000)	Achievement level during the year R(000)	Achievement percentage during the year
4.	Total municipal own revenue as a percentage of the total actual budget	41 092	24 726	60
	Indicator Name	Target set for the year R(000)	Achievement level during the year R(000)	Achievement percentage during the year
5.	Rate of municipal consumer debt reduction	60%	50%	50%
6.	Percentage of MIG budget appropriately spent	40 693	21 579	53%
7.	Percentage of MSIG budget appropriately spent	Nil	Nil	The municipality did not get MSIG grant for the year under review
8.	AG audit opinion	Unqualified	Disclaimer	

9.	Functionality of the Audit Committee	Fully functioning	Non-functional	
10.	Submission of AFS after the end of the financial year	31 August 2017	31 August 2017	

VOLUME II: ANNUAL FINANCIAL STATEMENTS

Attached is Volume II 2017/2018 Annual Financial Statement submitted to Auditor General.