

MANTSOPA LOCAL MUNICIPALITY



DRAFT ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2018

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FOREWORD BY THE MAYOR



Let me take this opportunity to account to Mantsopa community and other stakeholders on the work done during 2016/17 financial year through this comprehensive Annual Report. This 2017/2018 Draft Annual Report will amongst others, provide a clear indication on how we performed with regard to the 5 set of Key Performance Areas of the “Back to Basics” programme of the National Executive, as led by President Cyril Ramaphosa. These set of Key Performance Areas are as follows;

1. *Good Governance;*
2. *2. Public Participation- Putting people first;*
3. *3. Basic Services- Creating conditions for decent living;*
4. *4. Sound financial management; and*
5. *5. Building capable institutions and administrations.*

This Draft Annual Report will also confirm our unwavering commitment to provide basic services to our communities, create a conducive environment for economic development and tourism as well as delivering basic service to our communities, albeit within a very challenging economic environment

We advise our communities to engage our Councillors, community structures and other spheres of government to resolve disputes other than destroying the very same property aimed at improving the lives of our people, our mandate as prescribed in 2016 ANC Local Government manifesto is to serve you with excellence.

Given our unique challenges impacting on our performance in various key performance areas emanating from our low revenue base, we expect to either maintain a Qualified audit opinion with minimum paragraphs or improve to Unqualified audit opinion as a building block towards a clean audit, this Draft 2017/2018 Annual Report will cover the work done by the current term of Council (2016-2021) and we shall attend to the following key immediate challenges amongst others as a matter of urgency:

1. Procuring and or leasing of yellow fleet as part of maintaining existing and new infrastructure;
2. Water infrastructure in Excelsior, Tweespruit and Ladybrand (high lying areas);
3. Maintenance of Roads & Storm-water infrastructure;
4. Appointment of Directors and staff members within 90 days of the post being declared vacant in order to maintain institutional stability;
5. Prioritise ESKOM account, Invest in Revenue Collection strategies, the performance of REVCO as an external service provider for revenue collection shall be monitored quarterly in this regard; and
6. Indigent registration campaign to be implemented regularly, indigents register monitored monthly through the support of Ward Councillors.

Finally, let me also extend my gratitude to the Speaker, all Councillors, the Municipal Manager and all staff members for their support throughout the 2017/2018 financial year.

Together, with the support of our residents and other stakeholders, we can do more.

I thank you.

CLLR M.E TSOENE
MAYOR

DATE:.....

FOREWORD BY THE MUNICIPAL MANAGER



It is a great honour for me to support the Mayor and Council in presenting our 2017/18 Draft Annual Report for the work done during the year under review, this report is an expression of the work done by management in implementing the 2017/18 Municipal Integrated Development Plan and other programmes of government. I'm confident that our management team guided the staff with commitment to pave and gravel roads, to improve housing infrastructure and refuse removal. We believe that we managed to meet most of our service delivery targets as prescribed by the IDP 2017/18 and our performance agreements.

Our performance on the five key performance areas of the IDP and Budget during the 2017/2018 financial year can be briefly summarised as follows:

Some of the key highlights /achievements of the municipality's performance during 2017/2018 include the following amongst others:

1. Upgrading of Arthur Pitso Recreational & Facilities Phase 3 (Project is 90% complete as at 30 June 2018)
2. Supply and Delivery of Three (03) Bakkies for Tweespruit, Hobhouse & Excelsior including two Avanzas (sedan) for transportation of Process Controllers at our plants in Ladybrand;
3. Appointment of Professional Medical Doctor for Employees Check-Up and Wellness for Two Years Period;
4. Supply and Delivery of High- Pressure Sewer Jet for sanitation;

5. Phase 2B : Construction of Two (02) Boreholes 10 Km Outside Tweespruit Including 6.168 Km Pipeline and Electrical Installation (Project commenced in May 2018 is 15% complete as at 30 June 2018)
6. We procured a Smooth Wheel Roller and TLB;
7. Reducing the number of contract workers from 31 to 3, thus providing decent justice to 28 employees;
8. Filling the position of a Town Planner which has been vacant for 7 years.

Some of the weaknesses / challenges experienced during 2017/2018 financial year are summarised as follows:

1. Failure to review the organisational structure, thus impeding our ability to appoint skilled personnel to improve our services, specifically in Technical Services and Corporate Services;
2. Inability to review policies timeously, and as a result our policies are not realigned to recently amended or enacted legislation;
3. Excessive expenditure on overtime;
4. Shortage of yellow plant for daily maintenance of infrastructure, leading to poor maintenance of road and storm water infrastructure, water and sanitation infrastructure and solid waste disposal sites throughout the municipality;
5. Delays in the appointment of Senior Managers (Section 56 Managers)
6. Revenue Collection
7. Billing problems
8. Account distribution- failure by SA Post Office to deliver accounts timeously.

We have prepared a very comprehensive audit action plan to address all the above-mentioned challenges and weaknesses, the Audit Action Plan will be fortnightly monitored and reviewed through the Clean Audit Steering Committee meetings and Management meetings.

Finally, let me also take this opportunity to thank the Mayor, Speaker, all Councillors, Senior Management and staff members for their support during the year under review as part of our mission of serving our community with excellence.

Your contribution is always valued.

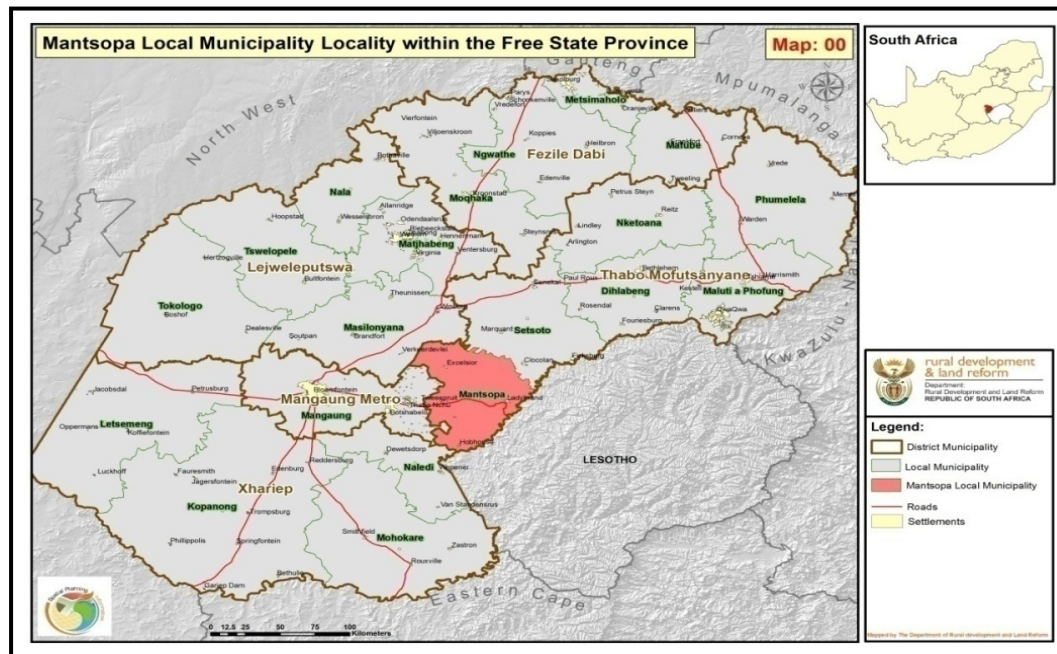
THAMAE PAULUS MASEJANE
MUNICIPAL MANAGER

DATE:.....

Municipal Overview

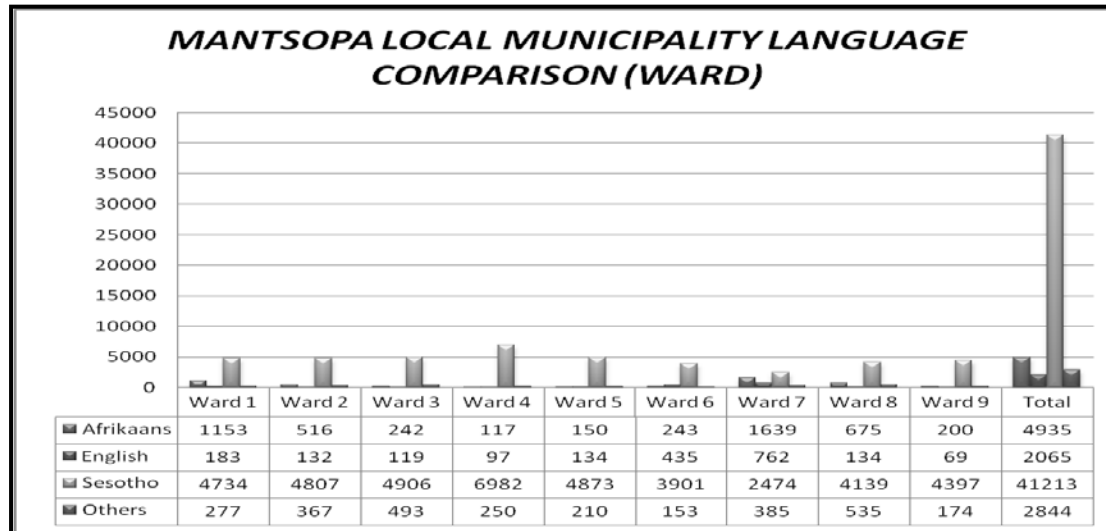
Geographic and demographic profile

Mantsopa Local Municipality is a local municipality in the Thabo Mofutsanyana District of the Free State Province in South Africa.



The economy of Mantsopa Local Municipality is largely on the commercial farming sector, which employs many of the community. The private businesses and public sector also employs a number of the community. Tourism also plays an attraction point within the Maluti Mountains and the official pronouncement of Lekhalong La Mantsopa as a national heritage site. Mantsopa Local Municipality therefore is the gateway to the Mountain Kingdom of Lesotho.

Figure 1: Languages spoken in the Municipality per ward.



Source: Statistics South Africa - Census Statistics 2011

The area is accessible via the N8 and R26 roads which transverse the area. A railway line that runs along these routes services the area. The municipal area accommodates approximately 51 056 people and covers an area of 4 290 km². It incorporates five small towns, which accommodates collectively 70.9% of the total population of Mantsopa. These small towns serve the surrounding rural community. The five main towns situated in Mantsopa are Ladybrand Head Office, Hob House, Tweespruit, Thaba-Phatchoa and Excelsior.

- **Ladybrand** is the most economically progressive of all towns and is the most eastern node in the municipal area. Ladybrand municipal area includes Manyatseng, Mauersnek and the surrounding municipal commonages that covered an area of 4 682 ha in size. The town accommodates 34% of the total population of Mantsopa.
- **Hobhouse** is a smaller rural town that is located southwest of Ladybrand and east of the Leeuw River along the Lesotho border. Hobhouse is the most southern node in the municipal area. It is about 2 089 ha in extent which includes Dipelaneng and municipal commonages. The town accommodates 4.6% of the total population of Mantsopa.

- **Tweespruit** is the most centrally located node along the N8 route between Bloemfontein and Ladybrand. It is about 1 534 ha in extent and included Borwa, Dawiesville and municipal commonages. The town accommodates 10.2% of the total population of Mantsopa
- **Excelsior** is located 40 km north of Tweespruit along the R709 and forms the northern boundary of Mantsopa. It is about 1 298 ha in extent of which 243 ha was designed as an urban area, the rest were rented out to commercial farmers while some land was utilized for grazing purposes. It includes Mahlatswetsa and municipal commonages. Excelsior accommodates 10.6% of the total population of Mantsopa.
- **Thaba Patchoa** is located between Tweespruit and Hobhouse and is a small agricultural residence for about 1100 people. It is about 3 864 ha in extent and consisted of the farms Thaba Patchoa 105, Segogoana’s Valley 665 and Sweet Home 667.

The municipal area has been divided into 9 wards. These wards comprise the following areas:

- **Ward 1:** Borwa, Thaba Patchoa and surrounding rural areas;
- **Ward 2:** Hobhouse, Dipelaneng, Portion of Ladybrand town and surrounding rural areas;
- **Ward 3:** Vukazenzele;Masakeng;Mekokong;Part of Los My Cherrie
- **Ward 4:** Part of Los My Cherrie, Flamingo; Part of Lusaka
- **Ward 5:** Mandela Park, Riverside, Masakeng, Thusanong, Modderpoort and surrounding rural areas;
- **Ward 6:** Lusaka, Thabong, New Platberg, and Homes 2000;
- **Ward 7:** Part of Ladybrand, Maursnek;Platberg and surrounding rural areas
- **Ward 8:** Excelsior, part of Mahlatswetsa, Tweespruit, Dawiesville, part of Motsekuoa and surrounding rural areas;
- **Ward 9:** Mahlatswetsa and surrounding rural areas.

Table 2: Number of Households per ward.

Number of Households per ward – Census 2011										
Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Total for 2011	Total for 2016
1 886	1 865	1 859	2 088	1 558	1 363	1 578	14 94	1 479	15 170	16 951

Source: Statistics South Africa - Census 2011 and community survey 2016

Note: information for 2016 is from the community survey 2016 which is only up to municipal level not ward level.

Table 3: Distribution of total population, number of households and household size

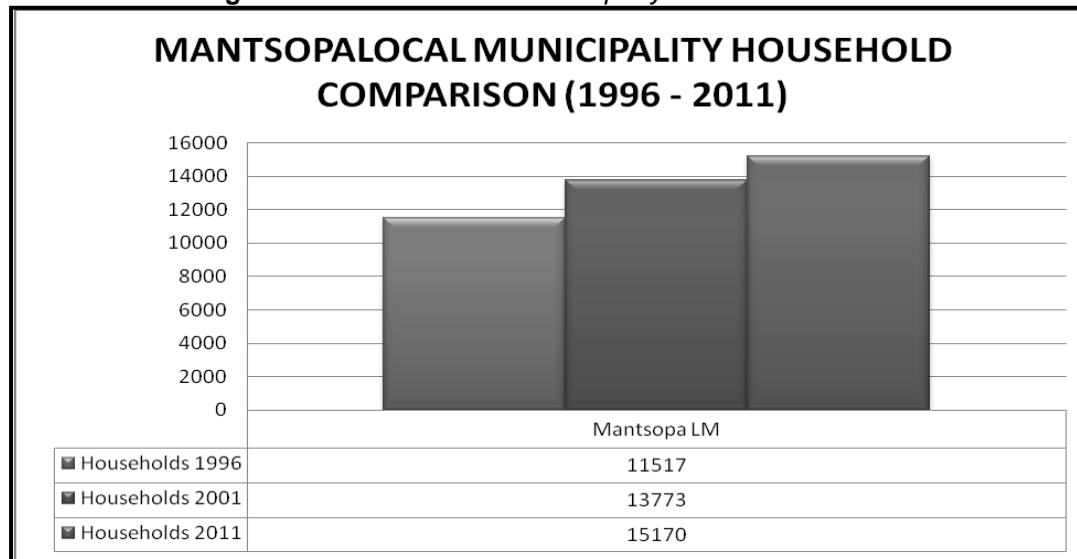
	Population	Households	Average Household Size
Census 2011	51 056	15 170	3.4

Community Survey 2016	53 526	16 951	3.2
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Data sources: Stats SA, Census 2011 and Community Survey 2016

According to the database of the municipality 10627 households stay in the urban areas. The following table gives a breakdown of the number of households in the various towns as per record of the municipality:

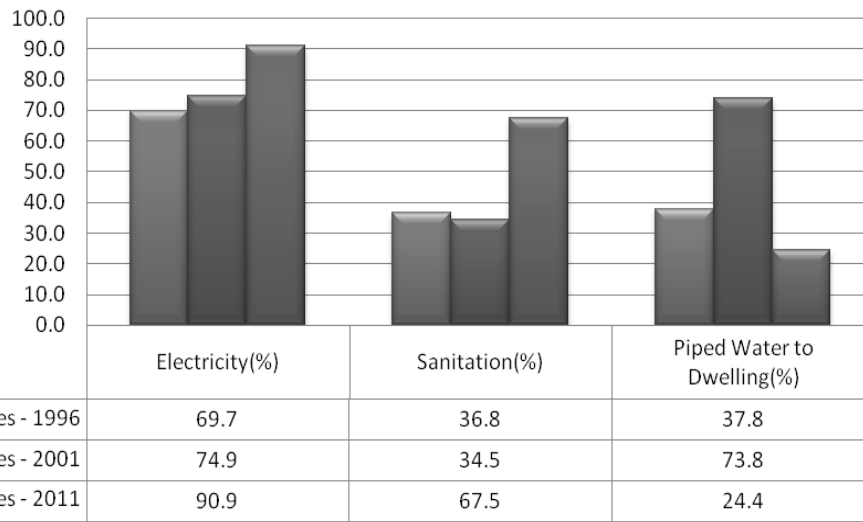
Figure 2: *Number of households per year.*



Source: **Statistics South Africa - Census Statistics 2011**

Because limited information is available on the rural areas, the municipality undertook a rural survey in 2001 to get more information regarding the current level of service provision in the rural areas and the number of people residing on the farms. This survey indicated that an average of 2.8 households stay on those farms occupied by farmers and their workers. Where the farmer was not residing on the farm itself, 25% of all respondents indicated that an average of 2 families stayed on the farm. Only 35 farms, representing 11.4% of the respondents, had nobody that resided on the farm. A survey at the Deeds Office indicated that there are a total of 1874 farms registered in Mantsopa. If these figures are used to predict the number of households staying in the rural areas, the following is concluded:

MANTSOPA LOCAL MUNICIPALITY BASIC SERVICES COMPARISON (1996 - 2011)



(a) Population

Province: Free State
District: Thabo Mofutsanyana
Seat: Ladybrand
Wards: 9
Government <ul style="list-style-type: none">• Type Municipal Council• Mayor Cllr Mmamama Tsoene
Area <ul style="list-style-type: none">• Total 4,291 km²(1,657sq mi)
Population(2011) <ul style="list-style-type: none">• Total 51,056• Density 11.9/km² (31/sq mi)• Households 15,170
Racial makeup(2011) <ul style="list-style-type: none">• Black African 88.4%• Coloured 3.9%• Indian/Asian 0.6%• White 6.6%
First Languages (2011) <ul style="list-style-type: none">• Sotho80.7%• Afrikaans 9.7%• English 4.0%• Other 5.6%
Time zone SAST (UTC+2)
Municipal code FS196

Source-Free State Provincial Government, 2011

DEMOGRAPHIC PROFILE

1. Demographic Analysis of Mantsopa Local Municipality

Table 1: Demographic Analysis of Mantsopa Local Municipality

DEMOGRAPHIC INDICATORS	1996	2001	2011	2016
POPULATION SIZE				
Total Population	50 085	55 339	51 056	53 056
POPULATION DISTRIBUTION				
Formal Dwellings (%)	59%	68.40%	81.7%	83.7%
Rural Areas	21 405	12 329	15 057	-
POPULATION COMPOSITION				
% Young (0-14)	34.50%	35.90%	34.80%	-
% Working Age (15-64)	23.20%	26%	25.90%	-
% Elderly (65+)	5.20%	5.60%	5.40%	-
POPULATION GROUPS				
Black African	43 084	48 878	45 725	47 311
Coloured	2 233	2 472	2 006	1 760
White	4 345	3 761	3 366	4 010
Indian/Asian	183	227	296	444

DEMOGRAPHIC INDICATORS	1996	2001	2011	2016
HOUSEHOLDS AND SERVICES				
Average number of rooms			4	-
Average household size	11 577	13 773	15 170	16 951
Access to piped water (%)	37.80%	73.80%	24.40%	95.5%
Access to electricity ((%)	69.70%	74.90%	90.90%	91.0%
Access to Sanitation (%)	36.80%	34.50%	67.50%	87.7%
Tenure Status (%)			29.70%	-
EDUCATIONAL STATUS				
Attending Educational Institution			14 456	-
No schooling			2 541	-
Primary enrollment rate			15 724	-
Secondary enrollment rate			21 625	-
% completed matric			2.60%	-
% completed higher education			4.80%	-
EMPLOYMENT STATUS				
Unemployment rate (%)	30%	35.51%	29.20%	-

DEMOGRAPHIC INDICATORS	1996	2001	2011	2016
Employment rate (%)	70%	64.49%	23.10%	-
INCOME STATUS				
Average household income			R19601-38200	-
Indigent households (below R3000)			1 426	-

2. Population

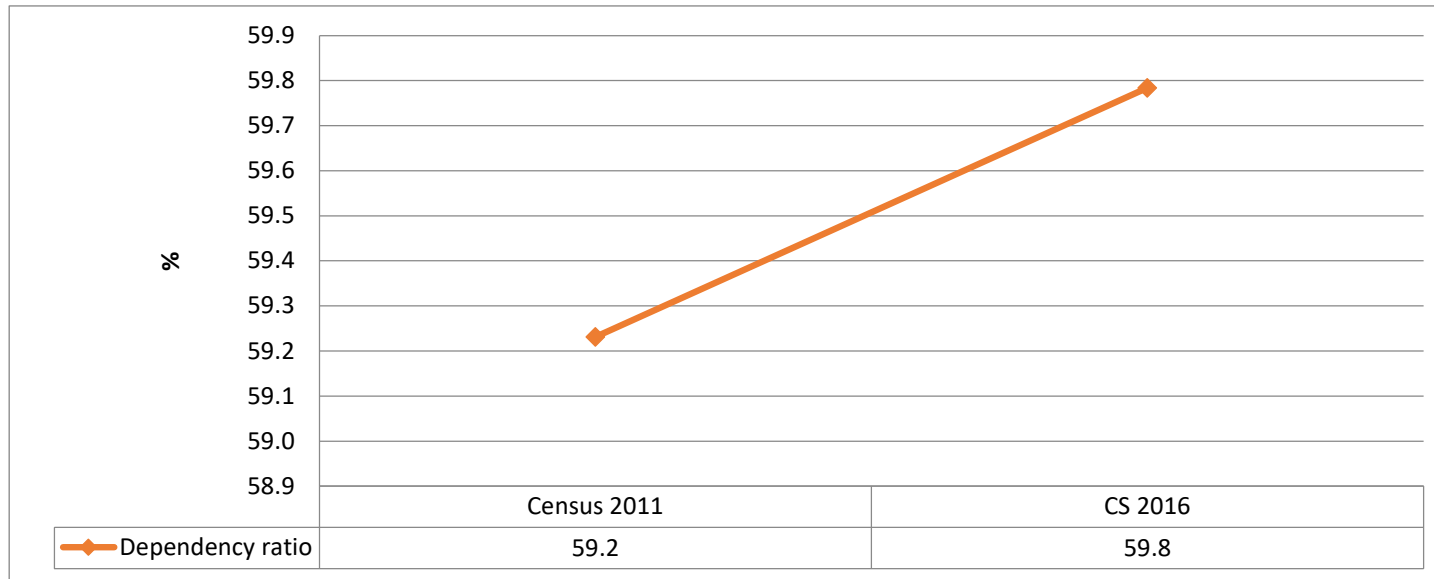
Table 2: Distribution of total population by functional age groups

	Age groups				Total	Dependency ratio
	0 - 14 (Children)	15 - 34 (Youth)	35 - 64 (Adult)	65 + (Elderly)		
Census 2011	16 216	18 146	13 918	2 776	51 056	59.2
CS 2016	16 048	21 301	12 198	3 979	53 525	59.8
Population inter-censal growth (2011 - 2016)	-168	3 155	-1 720	1 203	2 469	

Data source: Stats SA, Census 2011 and Community Survey 2016

Table 1 above indicates that the population of Mantsopa local municipality has increased between 2011 and 2016 with intercensal growth of 2469. In all age groups, the population has increased between the years except for children (0 – 14 years) which declined by intercensal growth of 168. The dependency ratio of Mantsopa local municipality has slightly increased from 59.2% in Census 2011 to 59.8% in 2016. Refer to figure 1 below as well.

Figure 1: Dependency ratio



Data source: Stats SA, Census 2011 and Community Survey 2016

3. Age Profile

According to census 1996, 34.5% of the total population was 19 years and younger and 70.0% of the total population was economic active (between 15 – 65 years). These figures could have changed due to migration and the impact of HIV/AIDS but it still gives a good overview of the age composition of the population. The table below gives a breakdown of the age profile per geographical area.

Table3: Age profile per ward.

#=there was no ward 9 before 2001. Ward 9 was only established after Census 2001

AGE DISTRIBUTION												
	1996				2001				2011			
	0-14	15-34	35-64	65+	0-14	15-34	35-64	65+	0-14	15-34	35-64	65+
Ward 1	1612	1785	1095	340	1350	1542	1140	324	1987	2142	1877	342
Ward 2	2235	1825	1331	377	2622	2136	1830	486	1823	2012	1653	335
Ward 3	2107	2415	1215	222	2469	2820	1707	309	1650	2198	1542	367
Ward 4	2004	1899	1795	323	1746	2001	1878	336	2505	2781	1831	325
Ward 5	1982	2563	1751	420	2886	3369	2319	576	1713	2048	1384	223
Ward 6	1415	1671	944	186	1581	1776	1131	180	1603	1859	1082	185
Ward 7	2555	1926	1577	278	2481	2556	2055	342	1460	1631	1796	370
Ward 8	3301	3627	1983	479	2859	3375	2328	537	1925	1734	1474	349
Ward 9	#	#	#	#	#	#	#	#	1550	1742	1278	269
Total	17 211	17 711	11 691	2 625	17 994	19 575	14 388	3 090	16 216	18 147	13 917	2 765

Source: Census Statistics (2011)

4. Gender Profile

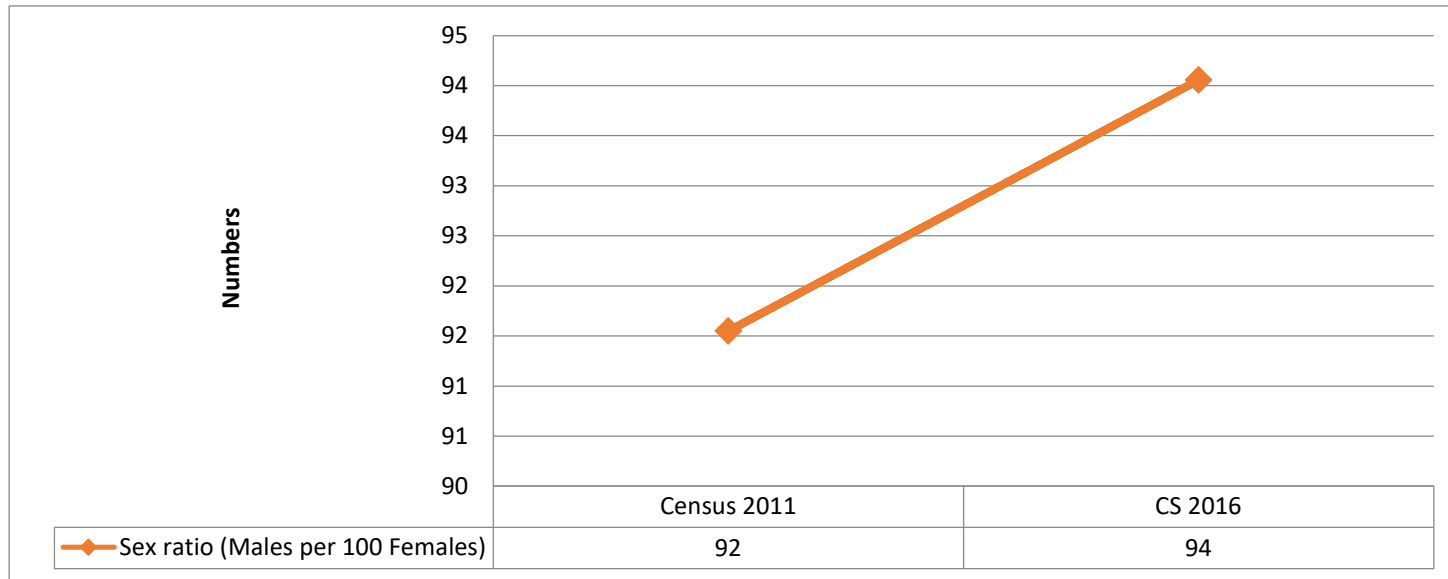
Table 4: Distribution of total population by gender

	Gender		Total	Sex ratio (Males per 100 Females)
	Male	Female		
Census 2011	24 402	26 654	51 056	92
CS 2016	25 943	27 583	53 525	94

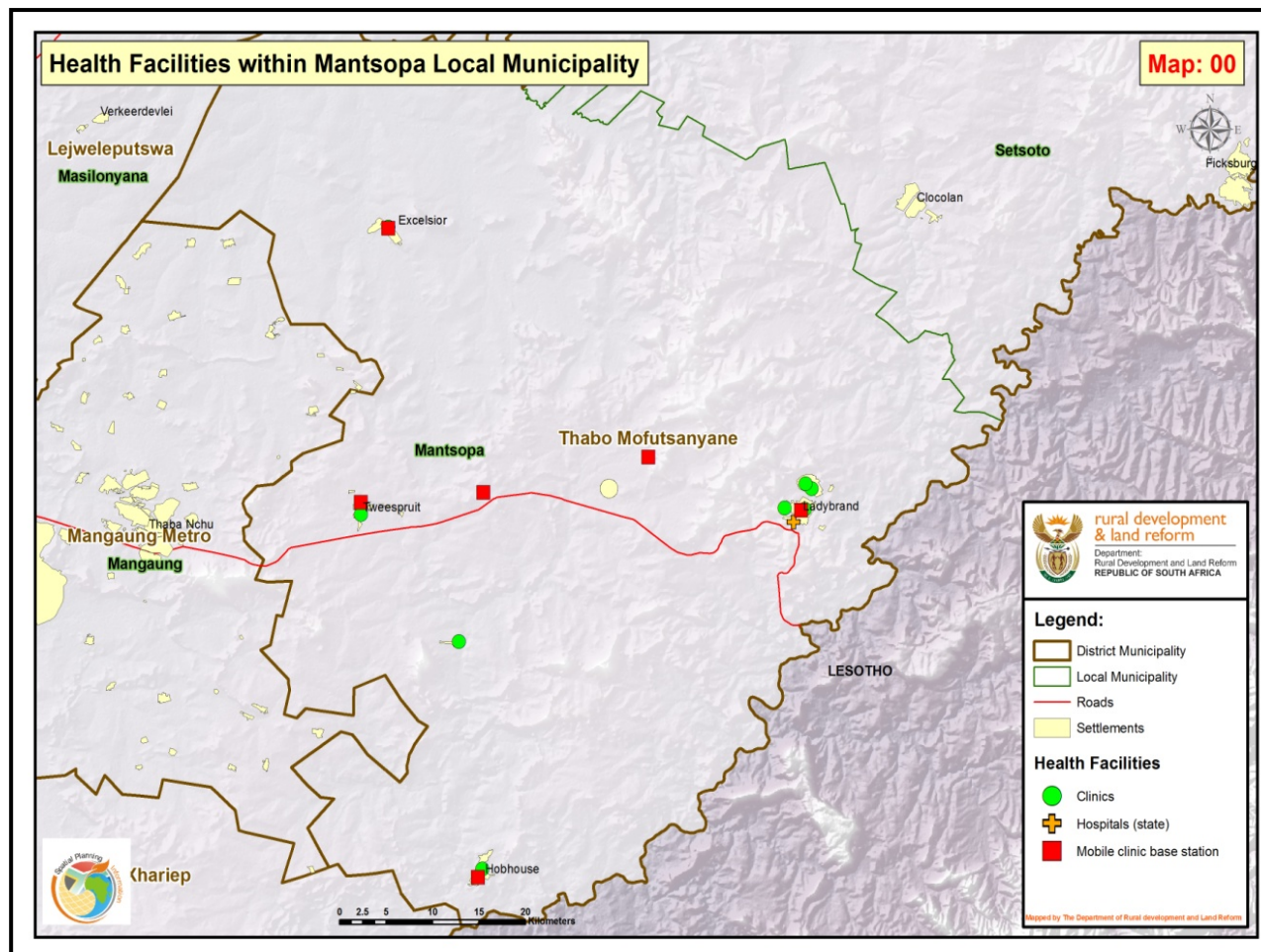
Data source: Stats SA, Census 2011 and Community Survey 2016

Table 4 above indicates the distribution of total population in Mantsopa local municipality by gender as well the sex ratio for Census 2011 and CS 2016. The males population has increased from 24 402 in 2011 to 25 943 in 2016 and as for females, it has increased 26 654 in 2011 to 27 583 in 2016. In both 2011 and 2016, the number of males was found to be less than those of females as the sex ratios were 92 and 94 in both 2011 and 2016 respectively. See figure 2 below on sex ratio.

Figure 2: Sex ratio



Data source: Stats SA, Census 2011 and Community Survey 2016



Age group and ward	Type of sector		
	In the formal sector	In the informal sector	Private household
Ward 1	580	105	69
Ward 2	345	154	146
Ward 3	453	86	233
Ward 4	520	185	79
Ward 5	414	78	168
Ward 6	209	80	69
Ward 7	735	206	185
Ward 8	442	88	71
Ward 9	291	105	106
Mantsopa	3 989	1 086	1 127
15 - 34 (Youth)			
Ward 1	520	74	31
Ward 2	300	97	102
Ward 3	495	126	218
Ward 4	480	188	43
Ward 5	356	103	64
Ward 6	255	107	36

Age group and ward	Type of sector		
	In the formal sector	In the informal sector	Private household
Ward 7	444	169	119
Ward 8	299	61	26
Ward 9	296	108	73
Mantsopa	3 445	1 033	712
15 - 64 Years			
Ward 1	1 100	178	100
Ward 2	645	251	248
Ward 3	948	212	451
Ward 4	1 000	373	122
Ward 5	770	181	232
Ward 6	464	187	105
Ward 7	1 179	374	304
Ward 8	741	149	97
Ward 9	587	213	180
Mantsopa	7 434	2 119	1 839

Data source: Stats SA, Census 2011

Table 6 above indicates the distribution of employed population aged between 15 and 64 years in Mantsopa local municipality by type of sector per ward. The overall municipal employed people were found to be in formal sector with 7 434 employed people. The informal sector was found to be more than that of private households with 2 119 employed people.

Table 7: Distribution of employment status and unemployment rate by age groups per ward in Mantsopa local municipality

Age group and ward	Employment status			Unemployment rate
	Employed	Unemployed	Not economically active	
35 - 64 (Adults)				
Ward 1	761	214	902	21.9
Ward 2	666	104	882	13.5
Ward 3	804	193	544	19.4
Ward 4	870	305	657	26.0
Ward 5	664	161	559	19.5
Ward 6	389	179	515	31.5
Ward 7	1169	84	545	6.7
Ward 8	617	217	638	26.0
Ward 9	505	99	673	16.4
Mantsopa	6 447	1 556	5 915	19.4
15 - 34 (Youth)				

Ward 1	637	434	1071	40.5
Ward 2	507	166	1338	24.7
Ward 3	866	370	962	29.9
Ward 4	777	677	1326	46.6
Ward 5	527	385	1136	42.2
Ward 6	441	434	983	49.6
Ward 7	761	181	692	19.2
Ward 8	392	439	904	52.8
Ward 9	484	246	1012	33.7
Mantsopa	5 391	3 332	9 423	38.2
15 - 64 Years				
Ward 1	1 399	648	1 973	31.7
Ward 2	1 173	270	2 220	18.7
Ward 3	1 671	562	1 506	25.2
Ward 4	1 648	982	1 983	37.3
Ward 5	1 191	546	1 695	31.4
Ward 6	830	613	1498	42.5
Ward 7	1 929	265	1 237	12.1
Ward 8	1 009	657	1 542	39.4

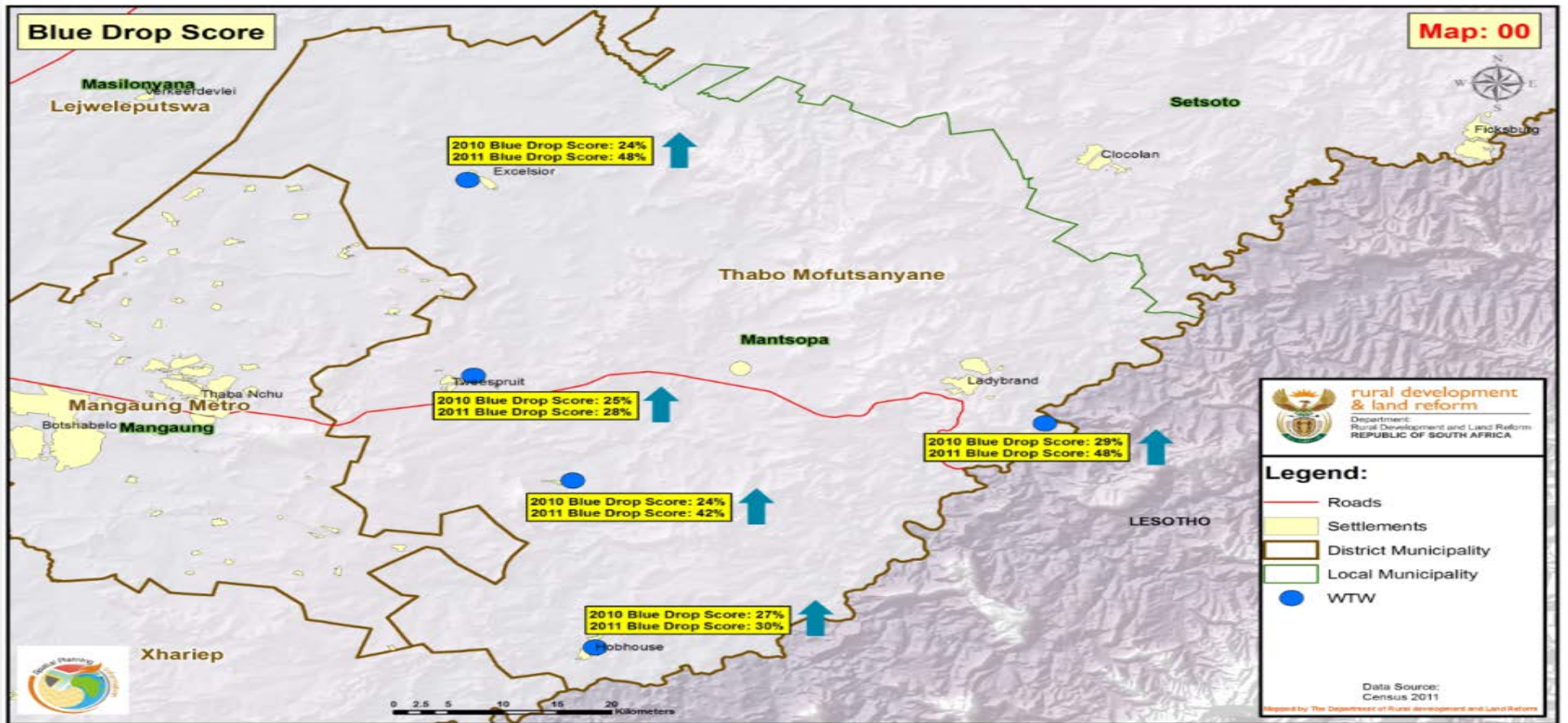
Ward 9	989	344	1 685	25.8
Mantsopa	11 838	4 888	15 338	29.2

Data source: Stats SA, Census 2011

Table 7 above indicates the distribution of unemployment status as well as unemployment rate of population aged between 15 and 64 years in Mantsopa local municipality per ward in 2011. The overall municipal unemployment rate it was found to be 29.2%. The ward with the highest unemployment rate was Ward 6 with 42.5%.

According to Map below the Blue Drop Status van improved for all the towns in Mantsopa Local Municipality. A summary of the outcome is seen below the map.

Map 3: Blue Drop Score



Municipality Powers and Functions

Section 156 of the Constitution assigns executive authority to municipalities in respect of, and the right to administer the local government matter listed in Part B of Schedule 4 and Part B of Schedule 5 and any other matter assigned to it by national or provincial government. This implies that certain functions have been assigned exclusive to local government. As local government comprises both district and local municipalities, it was necessary to differentiate between the functional competencies of district and local municipalities.

This division of functional competencies between district and local municipalities is governed by the Municipal Structures Act, as amended (2000). However, many district municipalities do not have the administrative capacity to execute their legislative powers and functions and therefore the MEC for Local Government and Housing authorized local municipalities to perform certain of the district municipal functions in terms of section 18 (1) of the Local Government Structures Amendment Act (2000).

The MEC's authorization in terms of Provincial Notice No 225 of 27 November 2002 was repealed on 10 April 2002 with the promulgation of Provincial Notice No 53 of 2002. According to the Provincial Notice No 53 of 2002, the following functions and powers have been authorized to Mantsopa Local Municipality.

Table 4: Municipal Powers and Functions.

NB: The functions assigned to the municipality are marked by ✓

<i>Air & Noise Pollution</i>	✓	<i>Beaches and Amusement Facilities</i>	✓	<i>Cemeteries, Funeral Parlours & Crematoria</i>	✓
<i>Billboards & Display of Advertisements in Public Places</i>	✓	<i>Building, Trading Regulations, Liquor & Public, Nuisance Control</i>	✓	<i>Electricity Reticulation</i>	✓
<i>Child Care Facilities</i>		<i>Cleansing & Trade Areas</i>	✓	<i>Local Tourism</i>	✓
<i>Fencing and Fences</i>	✓	<i>Fire Fighting Services Licensing, Facilities for Accommodation, Care & Burial of Animals</i>	✓	<i>Markets Stalls / Trade Areas</i>	✓
<i>Local Amenities</i>		<i>Local Sport Facilities</i>	✓	<i>Municipal Public Transport</i>	✓

<i>Municipal Abattoirs</i>	✓	<i>Municipal Planning</i>	✓	<i>Pontoons, Ferries, Jetties, Piers & Harbours</i>	
<i>Municipal Parks and Recreation</i>	✓	<i>Municipal Roads</i>	✓	<i>Fire Fighting Services</i>	✓
<i>Storm Water Management</i>	✓	<i>Pounds</i>	✓		
<i>Public Places</i>	✓	<i>Refuse Removal, Refuse Dumps & Solid Waste</i>	✓		
<i>Traffic and Parking</i>	✓	<i>Street Trading</i>	✓		

Section 229 of the Constitution allows municipalities to impose property rates and service charges. This obligation requires strict financial management and accountability to the public. The allocation of certain functional competencies to district municipalities has an impact on the administration of local municipalities. It was therefore necessary to consider the new functional competencies of local government in the design of a new organizational structure illustrated on the previously.

5. Service Providers

The municipality provides services in the municipal area that relates only to their core competencies. Other service agencies are therefore responsible for service delivery outside the functional competency of the local municipality but within the spirit of Co-operative Governance and the Intergovernmental Relations Act. The following is a list of service providers active in the municipal area. The list is not comprehensive, but gives an overview of those service providers.

Table 5: Service Providers

<i>Service Delivered</i>	<i>Ladybrand</i>	<i>Hobhouse</i>	<i>Tweespruit</i>	<i>Excelsior</i>	<i>Thaba Patchoa</i>	<i>Rural Areas</i>
Water	Mantsopa Local Municipality and Bloemwater					Farm Owner
Sanitation	Mantsopa Local Municipality					Farm Owner
Electricity	Ladybrand town: Centlec SOC Manyatseng: ESKOM Mauresnek & Platberg Centlec SOC	Hobhouse town ESKOM Dipelaneng: ESKOM	Tweespruit town: Centlec SOC Borwa: ESKOM Dawiesville: Centlec SOC	Excelsior town Centlec SOC Mahlatswetsa: ESKOM	Thaba Patchoa ESKOM	Farms & Rural ESKOM

<i>Service Delivered</i>	<i>Ladybrand</i>	<i>Hobhouse</i>	<i>Tweespruit</i>	<i>Excelsior</i>	<i>Thaba Patchoa</i>	<i>Rural Areas</i>
Road Network	Mantsopa Local Municipality & Provincial Dept of Roads & Police					
Health Care	Department of Health & Thabo Mofutsanyana Municipality (Environmental Health)					
Safety and Security	Mantsopa Local Municipality & South African Police Services					
Labour advice	Department of Labour					
Environmental Conservation	Department Of Economic, Small Business Development, Tourism and Environmental Affairs, Mantsopa Local Municipality					
Tourism Promotion	Maloti tourist route, Thabo Mofutsanyana District Municipality, Mantsopa Local Municipality, Free State Tourism Authority					
Housing subsidies	Department of Human Settlements				Farm owners for farm residents	
Agriculture advice	Department of Agriculture & Mantsopa Local Municipality					
Welfare Service	Department of Social Development					

6. Municipality Broad Geographic Context

Mantsopa forms part of the central district municipal area, Thabo Mofutsanyana, within the Free State Province. The Free State is the third largest province in South Africa and covers 10.6% of the country's surface area while it accommodates only 5.3% of the total population of South Africa. (*Census Statistics 2011*).

Table 6: Municipal Context

Geographic Area	Population size and Households				Bordering Towns
Mantsopa Local Municipality area of jurisdiction covers 4 290 km ² .	Population size				It borders the Kingdom of Lesotho in the east, Mangaung Metropolitan Municipality to the west and South, and Masilonyana and Setsoto to the north. It incorporates five small towns, which accommodate collectively 66, 5% of the total population of
	1996	2001	2011	2016	
	50 085	55 339	51 056	53 525	

State of Development in Mantsopa Local Municipality

The December 5, 2000 Local Government Democratic Elections ushered in the era of developmental local government and politics. The incoming local councils were faced with challenges of deconstructing the decades long era of separate, unfair and racially based local government through cooperative government, all three levels of government implemented programmes and projects aimed at eradicating poverty and ensuring the socio-economic development of all South Africans.

Mantsopa Local Municipality inherited serious developmental challenges and eventually experienced new growth challenges caused by expansion of the municipality more especially Ladybrand. With the adoption of the sister IDP and subsequent reviews of the IDP over years, Mantsopa Local Municipality crafted a developmental trajectory aimed at integrating the development of the municipality and ensuring the provision of equitable, fair and sustainable services to all.

This chapter tries to sketch a broad overview of the current development situation within the municipal area and focuses on the demographic profile of the area, its human and social development status, the economic development situation, levels of infrastructure provisioning as well as land reform projects initiated in the area.

The chapter further explores the spatial relationship of the municipal area and the environmental assets it possesses as well as those environmental issues that needs attention. It also critically assesses the strengths, weaknesses, opportunities and threats of the municipal area in order to strategically place the area in terms of future development opportunities.

Opportunities offered by the Municipality

Ladybrand is situated on the R26 between Ficksburg and Hobhouse. It is also situated on the N8 linking Bloemfontein with Maseru in Lesotho. The former municipal area measures approximately 4 682 hectares and comprises Ladybrand, Manyatseng and Mauresnek. The remaining extent of the municipal area consists of land mainly used for agricultural purposes. Ladybrand is a service center to the predominantly agricultural orientated surrounding rural area, but also to Lesotho. It is the most progressive and largest of all the towns in the Mantsopa Local Municipal area. The town has a promising economy, and many national companies thrive in retail, business and industries, thus creating decent jobs for most of our residents.

Excelsior is located along the R703 between Tweespruit and Verkeerdevlei. It is also directly linked to Thaba 'Nchu and Winburg via untarred roads. The former town lands measures approximately 1 298 hectares and comprises the developed areas of Excelsior and Mahlatswetsa. The remaining extent of the municipal town lands consists of land mainly used for agricultural purposes and a large percentage of the land is leased to commercial farmers while other land is used for communal grazing purposes.

Excelsior serves as a service center in support of the predominant agricultural surrounding area. In recent years, however, it lost its agricultural service center function due largely to the liberalization of the agricultural marketing system and improved technology. Agricultural produce is now delivered wherever it is needed and the services of the town are bypassed. The commercial sector also lost some of its former importance as those who can afford it, prefer to shop in other Central, such as Thaba 'Nchu and Bloemfontein. This has a negative impact on the local economy and work opportunities in this town.

Tweespruit is situated along the N8 between Bloemfontein and Ladybrand. There is also a direct link between Tweespruit and Excelsior along the R709. The former town lands measures approximately 1 534 hectares and comprises Tweespruit, Borwa and Dawiesville. The remaining extent of the municipal area consists of land mainly used for agricultural purposes.

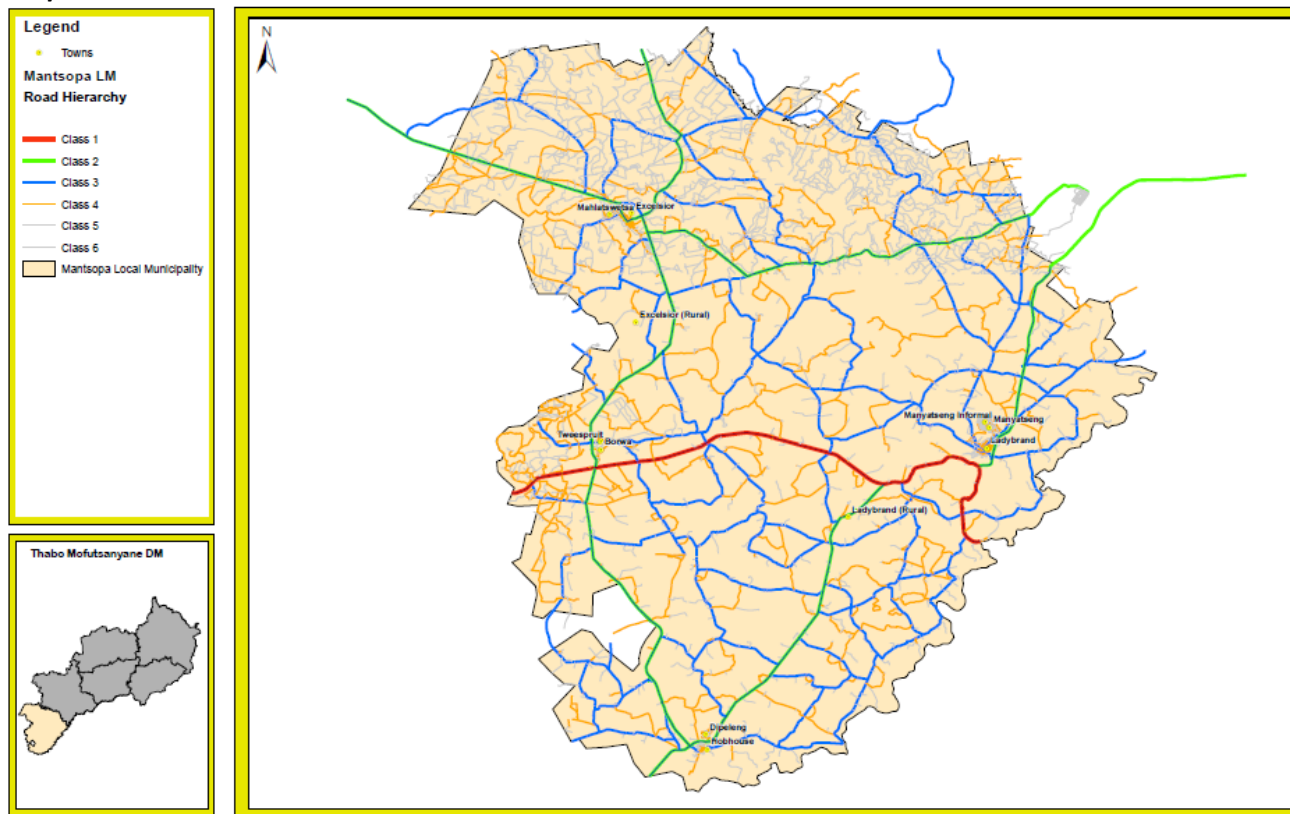
These communal areas are leased to commercial farmers and also serve as grazing area for livestock kept by local farmers in Borwa and Dawiesville. Tweespruit serves as a service center in support of the predominant agricultural surrounding area. This area is one of the highest sunflower production regions in the Free State and in response a large silo complex has been developed in the town. In combination with the station, with its capacity for mass transport of agricultural produce, it forms a positive asset for the town.

Hobhouse is located along the R26 between Wepener and Ladybrand. It is also directly accessible from Tweespruit. The former town lands measures approximately 2 089 hectares and comprises Hobhouse and Dipelaneng. The remaining extent of the municipal area consists of land mainly used for agricultural purposes. Hobhouse serves as a service center in support of the predominant agricultural surrounding area.

Thaba Patchoa is located approximately 30 km from Tweespruit in a south -easterly direction. It is inaccessible from the major access routes in the region. It was a farming settlement particularly earmarked for the coloured community during the previous era with its separate development policy. The former municipal area measures approximately 3 864 hectares in extent.

It is somewhat 'hidden' when referring to spatial planning initiatives of the past, but 'secluded', when referring to its largely untapped tourism potential. On micro scale, the urban area is located between the Leeuw River dam in the east and Thaba Patchoa Mountain in the west. Agricultural activity prevails and the town lacks any other form of economic infrastructure, while social amenities are poorly developed. It provides no services to the surrounding area and the community utilizes Hobhouse as the service centre.

Map 2 Road Networks.



Policy Context and Planning Framework

Constitution of the Republic (1996)

The Constitution (1996) assigns the developmental mandate to local government. This implies that municipalities must strive to achieve the objects of local government within its financial and institutional capacity, namely:

- To promote democratic and accountable government for local communities.
- To ensure that provision of services to communities in a sustainable manner.
- To promote social and economic development.
- To promote a safe and healthy environment

To encourage the involvement of communities and community organizations in the matter of local government.

The Constitution stipulates that all three spheres of governance are autonomous but interdependent. This therefore calls for closer collaboration between all these spheres of governance. Needless to mention, a number of national policies have a particular bearing on the provincial and local spheres of government. A few critical ones are highlighted below.

National Development Plan 2030

The South African Government, through the Presidency, has published a *National Development Plan*. The Plan aims to eliminate poverty and reduce inequality by 2030. The Plan has the target of developing people's capabilities to be to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection, rising income, housing and basic services, and safety. More importantly for efficiency in local government the NDP proposes 8 targeted actions listed below:

1. Stabilise the political- administrative interface
2. Make public service and local government careers of choice
3. Develop technical and specialist professional skills
4. Strengthen delegation, accountability and oversight

5. Improve interdepartmental coordination
6. Take proactive approach in improving national, provincial and local government relations
7. Strengthen local government
8. Clarify the governance of SOE's

Cabinet and National Assembly adopted the National Development Plan 2030 as an overarching long term strategic plan for the country to create employment, eliminate poverty and reduce inequality by 2030 through uniting South Africans, unleashing the energies of its citizens, growing an inclusive economy, building capabilities, enhancing the capability of the state and leaders working together to solve complex problems, the NDP further defines a desired destination and identifies the role different sectors of society need to play in reaching that destination.

Free State Growth and Development Strategy (FSGDS)

The provincial government of Free State has developed a Free State Provincial Growth and Development Strategy (PGDS) Free State Vision 2030. The PGDS is the fundamental policy framework for the Free State Provincial Government. It is the embodiment of the broad strategic policy goals and objectives of the province in line with national policy objectives.

The Strategy addresses the key and most fundamental issues of development, spanning the social, economic and political environment. It constantly takes into account annual provincial priorities and sets broad targets in terms of provincial economic growth and development, service delivery and public service transformation. The Strategy has identified six priority areas of intervention in the province, namely;

1. Inclusive Economic growth and sustainable job creation;
2. Education innovation and skills development
3. Improved quality of life
4. Sustainable Rural Development
5. Efficient Administration and Good Governance
6. Building social cohesion

Medium Term Strategic Framework 2014 - 2019

This Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework the other plans of national, provincial and local government.

The MTSF highlights Government's support for a competitive economy, creation of decent work opportunities and encouragement of investment. The introduction of a long-term plan brings greater coherence and continuity to the planning system and means that the MTSF now becomes a five year building block towards the achievement of the vision and goals of the country's long-term plan.

The 2014-2019 electoral mandates focus on the following priorities:

1. Radical economic transformation, rapid economic growth and job creation
2. Rural development, land and agrarian reform and food security
3. Ensuring access to adequate human settlements and quality basic services
4. Improving the quality of and expanding access to education and training
5. Ensuring quality health care and social security for all citizens
6. Fighting corruption and crime
7. Contributing to a better Africa and a better world
8. Social cohesion and nation building.

The Medium Term Strategic Framework 2014 – 2019 has two over-arching strategic themes;

Radical Economic Transformation

Government's programme of radical economic transformation is about placing the economy on a qualitatively different path that ensures more rapid, sustainable growth, higher investment, increased employment, reduced inequality and deracialisation of the economy. The NDP sets an annual growth target of above 5% by 2030 and emphasises measures to ensure that the benefits of growth are equitably shared.

The NDP further indicates that South Africa needs to increase its level of investment to at least 30% of GDP by 2030. This requires an economic environment that encourages business investment and rewards competitiveness, especially in sectors that can catalyse longer term growth and job creation

Improving Service Delivery.

In dealing with backlogs and the quality of services which is uneven, there is a dire need to commit to resolve these challenges in order to improve the quality and consistency of services, which requires improvements in the performance of the public service, municipalities and service providers.

Measures to improve the capacity and developmental commitment of the state should therefore receive high priority over this MTSF period. Building capacity of the state is a long-term task which requires immediate implementation. Key priorities aimed at improving the quality of service delivery include institutionalising long-term planning; forging a disciplined, people-centred and professional public service; empowering citizens to play a greater role in development; and building an ethical public service. It will also be important to improve the management of contracts in order to ensure effective relations with non-governmental and private sector service providers.

Over the MTSF period, national and provincial departments of local government will focus on improving the quality of targeted oversight and support available to municipalities. Local government is the most participatory sphere of government and measures should be put in place to ensure that communities are empowered to hold public representatives and officials accountable, including through strengthening existing forums of people's participation.

Particular attention will be given to the management of service delivery, human resource management and financial management at provincial level. Where national and provincial or local government have concurrent responsibilities, policy coordination, monitoring and support for service delivery will be strengthened and relations between spheres will be improved.

Corruption impedes service delivery, compromises development and undermines public confidence in the state. To strengthen the fight against corruption, Government will focus on limiting the scope for conflicts of interest by prohibiting public servants and public representatives from doing business with the state as well as ensuring transparency in public expenditure and contractual relations with the business sector.

Corruption is partly a symptom of a wider problem relating to weak management and operations systems, which create the space for corruption to occur, so improvement of operational management, and especially procurement systems, will be prioritised to play an important role in reducing the scope for corruption which is adversely affecting the poor.

Outcome 9: Responsive, accountable, effective and efficient developmental local government system

Drawing from the NDP chapter on a Capable and Developmental State, by 2030 SA will have a developmental state that is accountable, focused on citizen’s priorities, and capable of delivering high-quality services consistently and sustainably through cooperative governance and participatory democracy. As depicted in the White Paper on Local Government, developmental local government is **“local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”**.

In this scenario, local government is at the forefront of participatory democracy, involving citizens in meaningful deliberations regarding governance and development; is responsive to citizens’ priorities, and enjoys high levels of trust and credibility amongst the public; whose employees are skilled, competent and committed to delivering quality services; is able to cost-effectively increase the quantity and quality of services and operates within a supportive and empowering intergovernmental system.

Municipalities operate in a complex environment and municipal performance is impacted at four levels: the individual, institutional, environmental and macro-socio-economic. The priority issues within each of the four levels that are negatively impacting on municipal performance are reflected in the table below:

Institutional Capacity	Enabling Environment	Macro Context
<ul style="list-style-type: none"> • Technical skills gaps and lack of relevant competencies • High staff turnover and vacancy levels • Weak enforcement of by-laws and policies • Poor attitudes & values of staff • Lack of professionalism & regulation thereof by professional bodies & government • Fraud at all levels 	<ul style="list-style-type: none"> • Lack of central co-ordination support, information and M&E • Financial viability of municipalities • Bulk infrastructure gaps • Lack of clarity regarding decentralisation of powers and functions and role of the districts 	<ul style="list-style-type: none"> • Huge pressures of poverty, unemployment and inequality • Huge service delivery backlogs • Weak public participation • Huge social issues, such as crime, drug abuse, gender-based violence • Weak revenue base of municipalities with low levels of affordability

Institutional Capacity	Enabling Environment	Macro Context
<ul style="list-style-type: none"> • Weak strategy – focus on compliance • Weak executive decisions, often contrary to technical advice • Organisational instability, including review of S 54 & 56 contracts linked to political term of office • Lack of oversight and accountability • Lack of legal compliance and regulatory support • Weak municipal financial systems 	<ul style="list-style-type: none"> • Role of DCOG unclear • Lack of planning alignment amongst the 3 spheres – IDP not taken seriously by other spheres • Local government financing system, including Equitable Share, needs to be reviewed • Unstable political environment • Inconsistent, incoherent and complex local government legislative environment • Lack of customised support to municipalities, and support focused on compliance 	<ul style="list-style-type: none"> • Political dynamics, including coalitions resulting in inertia • Pressures of in-migration and urbanisation • Weak education system

Responding to the issues above will require a proactive approach to managing the intergovernmental system, in order to address specific weaknesses in collaboration and capacity support. National and provincial departments and entities impacting on local government will have to cooperate better and act with greater synergy in providing oversight and support to the local sphere. Moreover, provincial departments of local government will need to improve the way they monitor and support local government. This outcome will be coordinated by the extended local government Minmec at political level and the local government Mintec at administrative level. Provincial departments of local government have a pivotal role to play in ensuring the success of the local government outcome. In particular it will be necessary for each province to contextualize the key actions and targets and establish the planning, management and administrative apparatus to ensure implementation, monitoring of delivery, and accurate reporting. In reviewing its IDP, Mantsopa local municipality will pay necessary attention to these issues raised above, as a matter of principle and within the spirit and the epistle of the National Development Plan.

Sustainable Developmental Goals

Background on SDGs

Adopted by world leaders in September 2015 and implemented at the start of 2016, more than 150 countries have pledged to mobilize efforts to end all forms of poverty, fight inequalities, and tackle climate change, while ensuring that no one is left behind, The SDGs build on the work of the Millennium Development Goals (MDGs) that were emphasized from 2000 to 2015. The new SDGs are unique in that they're broader in their scope of eradicating all forms of poverty by calling for action by all countries, rich and poor, to promote prosperity while protecting the planet. The following is the agreed upon goals:

The Sustainable Development Goals (SDGs:17 Steps to a better world)

1. **End poverty in all its forms everywhere**
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
3. Ensure healthy lives and promote well-being for all at all ages
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
5. **Achieve gender equality and empower all women and girls**
6. Ensure availability and sustainable management of water and sanitation for all
7. Ensure access to affordable, reliable, sustainable and modern energy for all
8. **Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
10. Reduce inequality within and among countries
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
13. Take urgent action to combat climate change and its impacts
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16. **Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development.

CHAPTER 2: GOVERNANCE

Vision

To Communally Create Better Livelihoods and Build a Community of Mantsopa Defined by a Common Dream by 2030

Mission statement

Transform Social and Economic Development Patterns through Integrated, Accessible, Equitable and Sustainable Service

Component A: Governance Structure

In line with Chapter 7 of the Constitution of the Republic of South Africa, Mantsopa Local Municipality's executive and legislative authority is vested in its Municipal Council. In carrying out its mandate, to govern on its own initiative, the municipality must ensure consistent compliance with applicable national and provincial legislations.

The Constitution of the Republic of South Africa specifically section 152 (ss. 1) enjoins and vest the following developmental mandates on municipalities. These are;

- To provide democratic and accountable government for the local communities.
- To ensure provision of services to communities in a sustainable manner.
- Promote social and economic development.
- To promote safe and healthy environment for local communities and,
- To encourage public and community participation in matters of local government.

Mantsopa Local Municipality has both political as well as administrative structures. The political structure consists of the entire municipal Council, the Mayor, Speaker and the EXCO. The administrative structure in turn is embodiment of all municipal employees, with the Municipal Manager serving as head of administration. The senior management consists of four section 56 managers appointed on fixed contractual agreement, who also serve as heads of departments in the municipality.

THE PEOPLE SHALL GOVERN!

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Political Governance

- **Municipal Council**

The municipal council of Mantsopa Local Municipality is the highest decision making body in the area of jurisdiction of this municipality. The council consists of 17 councillors affiliated to different political parties. The mayor and the speaker also form part of this council and are both full time political office bearers.

During the period under review, Mantsopa Municipal Council was able to meet as prescribed and where necessary convene special council meetings to process matters that warranted urgent attention. The Speaker, Councillor M J Moduka preside over all Council meetings, provide support and guidance to Section 80 Committees and Ward Committees.

Members of Mantsopa Municipal Council

NO	SURNAME & INITIALS	PERIOD	PARTY	SEAT TYPE	GENDER
1	TSOENE M.E	03 AUGUST 2016	ANC	PR (MAYOR)	F
2	MODUKA M J	03 AUGUST 2016	ANC	PR (SPEAKER)	M
3	GABA SQG	03 AUGUST 2016	ANC	WARD (1)	M
4	NAKALEBE P N	03 AUGUST 2016	ANC	WARD (2)	M
5	MEYA B E	03 AUGUST 2016	ANC	WARD (3)	F
6	THAISI N J	03 AUGUST 2016	ANC	WARD (4)	M
7	MOLEFE D T	03 AUGUST 2016	ANC	WARD (5)	M
8	TIGELI K I	03 AUGUST 2016	ANC	WARD (6)	M

9	HALSE T	03 AUGUST 2016	DA	WARD (7)	F
10	MOLETSANE L P	03 AUGUST 2016	ANC	WARD 8	M
11	SEOE G M	03 AUGUST 2016	ANC	WARD 9	M
12	MPAKATHE R T	03 AUGUST 2016	DA	PR	M
13	HATTINGH D	03 AUGUST 2016	DA	PR	M
14	JACOBS Y J	03 AUGUST 2016	ANC	PR	F
15	MOSES S J	03 AUGUST 2016	EFF	PR	M
16	MABOZA B A	03 AUGUST 2016	EFF	PR	F
17	SANI B M	03 AUGUST 2016	COPE	PR	M

The EXCO members are appointed by the council and serve as political heads for some of section 80 committees. Mantsopa Local Municipality has a Plenary Executive System, this means that the executive leadership of the municipality is vested with the council as a collective, and as a result, the executive authority the municipality is exercised through the council.

The Mantsopa Local Municipality's EXCO consisted of the following members as at the end of the period under review:

Cllr M E Tsoene – Chairperson
Cllr T Halse
Cllr J Y Jacobs

Section 80 Committees

The municipality had Section 80 committees during the period under review, furthermore, Council appointed a Section 79 Committee on Municipal Public Accounts, Council also established a Petitions Committee and Women Caucus as some of Section 79 Committees, These committees are responsible for implementation of specific committee related programmes.

COUNCIL MEETINGS REPORT 2017

MEETING	DATE	COUNCILLORS ABSENT
Special Council	05 June 2017	1. Cllr Gaba : Absent 2. Cllr Hattingh : Apology 3. Cllr Maboza : Absent 4. Cllr Moses : Absent 5. Cllr Nakalebe: Apology
Special Council	29 June 2017	None
Special Council	18 July 2017	1. Cllr Gaba : Absent 2. Cllr Halse : Apology 3. Cllr Hattingh : Apology 4. Cllr Sani : Absent
Ordinary Council	10 October 2017	1. Cllr Gaba : Apology 2. Cllr Maboza : Apology 3. Cllr Moses : Apology 4. Cllr Tigeli : Absent
Special Council	01 November 2017	1. Cllr Tsoene : Apology 2. Cllr Gaba : Apology 3. Cllr Seoe : Absent
Ordinary Council	14 December 2017	1. Cllr Tigeli : Absent 2. Cllr Halse : Apology 3. Cllr Sani : Apology
Ordinary Council	30 January 2018	1. Cllr Gaba : Absent 2. Cllr Tigeli : Absent
Special Council	28 February 2018	1. Cllr Nakalebe : Apology 2. Cllr Sani : Apology
Ordinary Council	29 March 2018	1. Cllr Gaba : Absent 2. Cllr Halse : Apology 3. Cllr Maboza : Apology

		4. Cllr Moses : Apology
Ordinary Council	29 May 2018	1. Cllr Sani : Apology 2. Cllr Tigeli : Apology 3. Cllr Moses : Absent
Special Council	30 May 2018	1. Cllr Nakalebe : Apology 2. Cllr Sani : Apology 3. Cllr Moses : Apology
Special Council	19 June 2018	1. Cllr Nakalebe : Apology 2. Cllr Mphakathi : Apology 3. Cllr Molefe : Apology 4. Cllr Maboza : Apology 5. Cllr Moses : Absent

EXCO MEETINGS REPORT 2017/2018

MEETING	DATE	COUNCILLORS ABSENT
Ordinary EXCO	03 October 2017	None
Ordinary EXCO	10 October 2017	None
Special EXCO	03 November 2017	1. Cllr Gaba : Apology 2. Cllr Halse : Apology 3. Cllr Moses : Apology 4. Cllr Nakalebe : Absent 5. Cllr Moletsane : Absent 6. Cllr Maboza : absent
Ordinary EXCO	20 February 2018	None

FINANCE COMMITTEE MEETINGS REPORT 2017/2018

MEETING	DATE	COUNCILLORS ABSENT
Ordinary	05 JULY 2017	None
Ordinary	17 July 2017	None
Ordinary	08 August 2017	None
Ordinary	13 September 2017	None
Ordinary	16 October 2017	Cllr Meya
Ordinary	10 November 2017	None
Ordinary	12 December 2017	Cllr Meya
Ordinary	07 February 2018	None
Ordinary	16 March 2018	Cllr Meya
Ordinary	17 April 2018	None
Ordinary	02 May 2018	None
Special	04 May 2018	Cllr Meya

GOVERNANCE COMMITTEE MEETINGS REPORT 2017/2018

MEETING	DATE	COUNCILLORS ABSENT
Ordinary	16 February 2018	1. Cllr Gaba : Absent
Ordinary	19 April 2018	1. Cllr Maboza : Absent 2. Cllr Gaba : Absent

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COMMUNITY SERVICES COMMITTEE MEETINGS REPORT 2017/2018

MEETING	DATE	COUNCILLORS ABSENT
Ordinary	12 January 2018	None
Ordinary	09 February 2018	None
Ordinary	19 April 2018	None
Ordinary	26 March 2018	None

INFRASTRUCTURE & URBAN PLANNING COMMITTEE MEETINGS REPORT 2017/2018

MEETING	DATE	COUNCILLORS ABSENT
Ordinary	30 June 2017	None
Ordinary	21 September 2017	Cllr Sani
Ordinary	13 November 2017	Cllr Sani
Ordinary	11 December 2017	Cllr Sani
Ordinary	26 January 2018	Cllr Sani

The following Committees were established and functional during the year under review:

1. Petitions Committee

Councillor M J Moduka (Speaker) – Chairperson

Councillor L P Moletsane; and Councillor B M Sani

The Councillor of the Ward where the petition originates.

2. Local Labour Forum

Councillor M P Nakalebe – Chairperson

Councillor N J Thaisi; Councillor B A Maboza and

Councillor K I Tigeli

3. Rules Committee

Councillor M J Moduka (Speaker) – Chairperson

Councillor Y J Jacobs; Councillor B M Sani

Councillor R T Mpakathe; Councillor B A Maboza and

Councillor L P Moletsane

Ward Committees:

Reports of the Ward Committees during the year under review

PERIOD	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8	WARD 9
1st QUARTER	2	3	3	4	3	5	0	5	2
2ND QUARTER	3	3	3	3	4	3	0	4	4
3RD QUARTER	3	3	4	3	3	3	0	4	5
4TH QUARTER	1	4	3	3	3	4	0	3	4

All 9 (nine) ward committees were duly elected between October and November 2016, they were all trained by the Free State Department of Cooperative Governance & Traditional Affairs (FSCOGTA) and are able to meet and discharge their responsibilities as prescribed in terms of the Local Government: Municipal Systems Act, 32 of 2000.

Ward Committee Reports are submitted to Council by various committees through office of the Speaker. These reports are forwarded on monthly basis by wards collectively.

Individual ward committee members report to their committees during their ward committee management meetings. The ward will then consolidate a report that will be forwarded to the office of the Speaker, and at the ultimate stage the reporting will be forwarded to Council by the office of the Office of the Speaker.

Office of the Speaker is also checking through the reports/ minutes from wards; this exercise is done in order to with issues that need urgent discussions or attention to different departments within the municipality (e.g. Technical services or Community services). Normally these will be issues around service delivery.

Ward committee members are representing their different portfolios within their committees. The members are guided by the ward operational plans which set objectives and times frames towards various sector representations which members serve within their committees.

Ward Committee meetings in all wards are not held regularly as prescribed, there was no schedule of Ward Committee meetings during the year under review.

Administrative Governance

In line with legislative prescripts, the head of the administrative structure at Mantsopa Local Municipality is the Municipal Manager. As the Accounting Officer, the Municipal Manager provides strategic guidance on compliance with legislation to political structures; political office bearers, and officials of the municipality.

In execution of his duties, the Municipal Manager was assisted by his senior managers, who serve as departmental heads, The Municipal Manager, together with his senior managers, constitutes the senior management team of the municipality. The following individuals were part of the senior management team of Mantsopa Local Municipality for the period under review:

Municipal Manager- (Mrs Palesa Priscilla Moloi was appointed as an Acting Municipal Manager from 01-31 July 2017, thereafter Mr Thamae Paulus Masejane was appointed on 01 August 2017)

Chief Financial Officer (Mr Makoe Amos Makoe – Acting CFO from 01 July until 30 October 2017, and Mrs Palesa Iris Yangaphi was appointed Acting CFO from 01 November 2017 until 31 March 2018, thereafter Mr Sello Albert Nyapholi appointed as the Chief financial Officer from 01 April 2018)

Director: Corporate Services- Mrs Palesa Priscilla Moloi (contract expired on 30 November 2017 and Mr Dumile Ezekial Nana was appointed Acting Director Corporate Services from 01 December 2018 until 31 March 2018 thereafter Advocate Nthama Mathews Litabe was appointed as Director Corporate Services from 01 April 2018)

Director: Community Services- Ms Kgakgamatso Bridgette Sebolai (resigned on 03 August 2018, Mr Khooe Garnett Matsekane was appointed Acting Director Community Services from 01 September 2018 until 30 November 2017, Mr Edward Mthobi Makateng was appointed Acting Director Community Services from 01 December 2017 until 28 February 2018, thereafter Mr Khooe Garnett Matsekane was again appointed as the Acting Director Community Services from 01 March 2018 until 30 June 2018)

Director: Technical Services-(Mr Dumile Ezekial Nana was appointed Acting Director Technical Since 31 Jan 2017 until 30 October 2017, Mr Mosiuoa Tsepo Samuel Moeti was appointed Acting Director Technical Services from 01 November 2017 until 31 March 2018 thereafter Mr Dumile Ezekial Nana was again appointed Acting Director Technical Services from 01 April until 30 June 2018)

The Municipality is planning to appoint the Director in the second Quarter ,before December 2018

The above mentioned senior management team was supported by the middle management (Post level 01 to 03) and more than 280 workforce in the implementation of the Municipal Integrated Development Plan and other municipal programmes during the year under review.

Component B: Intergovernmental Relations

The constitution of the country requires all spheres of government to observe the fundamental principles of cooperation between spheres of government.

In terms of Intergovernmental Relations Act Framework Act, 2005, the municipality has participated in provincial, district and intergovernmental technical structures such as:

- Premier's intergovernmental relations (Premier's Coordinating Forum- PCF)
- Thabo Mofutsanyana District's Intergovernmental Relations Forum
- SALGA Municipal Manager's Forum
- IDP & PMS Forum
- District Energy Forum
- Intergovernmental Technical Support Structures at both the District & Province.
- RAMS
- Thabo Mofutsanyana District Communicators Forum

Component C: Public Accountability and Participation

Section 18 (i) (d) of Municipal Systems Act requires that a municipality must supply its community with information concerning municipal governance, management and development. The act further requires that a municipality must develop a system of municipal governance that compliments formal representative governance with a system of participatory governance.

IDP PARTICIPATION

1.1 Introduction

The Integrated Development Plan (IDP) process is a process through which the municipalities prepare strategic development plans for a five-year period. An IDP is one of the key instruments for local government to cope with its new developmental role and seeks to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner.

2017/2018 IDP & Budget were adopted by Mantsopa Municipal Council in May 2017, all Ward based consultative meetings were led by the Mayor, Cllr M E Tsoene, supported by the Speaker, Cllr M Moduka, all Councillors, the Municipal Manager, Mr T.P Masejane and his management team, Council approved the 2017/2018 IDP Process Plan on 30 August 2017 for public consultation meetings, these meetings were held from September 2017 until May 2018 as prescribed in terms of the five phases of the IDP process.

In order to ensure certain minimum quality standards of the IDP Review process and proper coordination between and within spheres of government, municipalities need to prepare IDP review process plan and formulate budget to implement the IDP. The IDP and Budget Process Plan has to include the following:

- A programme specifying the timeframes for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation
- of local communities, organs of state, traditional authorities and other role players in
- the IDP review and budget formulation processes; and

- Cost estimates for the review process.
- The preparation of IDP process plan is in essence the formulation of the IDP and Budget

- Processes set out in writing and require the adoption by Council.

1.2 Legal planning context

The preparation of the IDP and Budget processes are regulated by the Municipal Systems Act, No 32 of 2000 and the Municipal Finance Management Act, No 56 of 2003. This is to ensure certain minimum quality standards of the integrated development planning and budget process and proper coordination between and within the spheres of government.

As the IDP is a legislative requirement it has a legal status and it supersedes all other plans that guide development at local level.

The Municipal Systems Act, No 32 of 2000 (as amended) and the Municipal Finance Management Act, No 56 of 2003 confer the responsibility on the Mayor to provide political guidance over the budget process and the priorities that must guide the preparation of the annual budgets. In terms of section 53 of the Municipal Finance Management Act the Mayor must also coordinate the annual revision of the integrated development plan in terms of section 34 of the Municipal Systems Act and the preparation of the annual budget, and determine how the integrated development plan is to be taken into account or revised for the purpose of the budget. The Municipal Systems Act further requires the following regarding the IDP process:

Chapter 5 and Section 25 (1) of the Municipal Systems Act (2000) indicate that:

- Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which-
- Links integrates and coordinates plans and takes into account proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the plan;
- Complies with the provisions of this Chapter; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

In terms of the core components of the integrated development plan, Chapter 5 and Section 26 of the Municipal Systems Act (2000) indicate that:

An integrated development plan must reflect-

- The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- The council's development strategies which must be aligned with any national and provincial sectorial plans and planning requirements binding on the municipality in terms of legislation;
- A spatial development framework which must include the provision of basic guidelines for land use management system for the municipality;
- The council's operational strategies;
- Applicable disaster management plans;
- A financial plan, which must include a budget projection for at least the next three years; and
- The key performance indicators and performance targets determined in terms of section 41.

Section 27 stipulates that:

- Each district municipality, within a prescribed period after the start of its elected terms and after following a consultative process with the local municipalities within its area, must adopt a framework for integrated development planning in the area as a whole;
- A framework referred to in subsection (1) binds both the district municipality and the local municipalities in the area of the district municipalities;
- The framework must ensure proper consultation, co-ordination and alignment of the IDP Process of the district municipality and the various local municipalities.

1.3 Alignment between IDP, Budget and PMS

In terms of the Municipal Systems Act, municipalities are required to prepare organizational performance management system that must be linked to the IDP. Tremendous progress has been made with the process of aligning the IDP, Budget and Performance Management System (PMS).

The PMS process will address the following issues:

- Alignment of the PMS, Budget and IDP processes;

The IDP, performance management systems (PMS) and budget are all components of one overall development planning and management system. The IDP sets out what the municipality aims to accomplish, how it will do this. The PMS enables the municipality to check to what extent it is achieving its aims. The budget provides the resources that the municipality will use to achieve its aims. As indicated earlier, every attempt has been made in this process plan to align the IDP and PMS formulation and/or review, and the budget preparation process. The linkages of the three processes are summarized in the following diagram:

Fig 1: The linkages between IDP, Budget and PMS



1.4 The purpose of the process plan

Mantsopa Local Municipality needs to plan, direct and manage its capacity and resources to support the successful implementation of its integrated development planning process and the budget. The reality of limited capacity and resources in Mantsopa Local Municipality demands innovation and the need for greater intergovernmental cooperation between various spheres of government.

The Mantsopa Local Municipality process plan is seen as a document that describes how the municipality will develop and implement the integrated development plan through budget in its area of jurisdiction. Therefore, it will have a meaningful bearing on the current IDP document once completed and/or most importantly, it may lead to the process of the development of a new and all-inclusive integrated development planning methodology to plan and actualize future development in Mantsopa Local Municipality through our budgetary allocations. The process plan is thus similar to business plan and deals with the allocation of municipality capacity and resources in support of and serve as a guideline in terms of which Mantsopa Local Municipality will carry out its mandate with regard to integrated development planning.

This plan is meant to ensure the proper management of the planning process through the following:

Setting the scene to manage the planning process and legal requirements in planning for the implementation of the integrated planning system;

- (a) A programme specifying time schedule that guide IDP and budget planning processes and various planning steps; Outlining appropriate mechanisms, processes and procedures on how the public, stakeholders, state organs can participate in the drafting of the IDP and formulation of the budget structures that will be used to ensure this participation
- (b) Indicate necessary organizational arrangements to ensure the successful implementation of the integrated development planning process;
- (c) Binding plans and planning requirements, i.e. policy and legislation; mechanisms and procedures for vertical and horizontal alignment; and a programme specifying how the process will be monitored in order to manage the progress of the IDP and budget processes.

1.5 The annual budget

The Annual Budget and the IDP are inextricably linked to one another, something that has been formalised through the promulgation of the Municipal Finance Management Act (2004). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act (MFMA) indicate that:

The Mayor of a municipality must-

a) *At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for.*

I. The preparation, tabling and approval of the annual budget;

II. The annual review of-

a. The integrated development plan in terms of section 34 of the Municipal Systems Act; and The budget related policies.

b. The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and

c. The consultative processes forming part of the processes referred to in subparagraphs (I), (ii) and (iii).

This document constitutes the Process Plan of the IDP Review 2017-22 and Budget formulation 2017-20 for the Mantsopa Local Municipality and essentially fulfills the function of a business plan and/or operational plan for the IDP process and presents, in a simple and transparent manner **what** should happen **when**, by **whom**, with **whom** and **where** during the process of formulating an IDP for the Mantsopa Local Municipality.

SECTION TWO: IDP DEVELOPEMENT PROCESS

2.1 Key elements to be addressed in this process

The Municipality will pursue the following strategic goals during this term of local government that are informed by the 10 National Electoral Mandate, Medium-Term Strategic Framework and Municipal Turnaround Strategy and 2030 sustainable development goals:

- To ensure service excellence within and around Mantsopa Local Municipality;
- To stimulate integrated and sustainable economic development;
- To improve and sustain financial, human resource and management excellence;
- To evolve institutional excellence through a thoroughgoing institutional reengineering, effective leadership and effective long range development planning.
- The municipality will accelerate implementation to roll back existing service delivery backlog identified during the IDP review process as well as in consultation with community, and in line with the financial situation of the municipality.

The following is a summary of the main activities to be undertaken during this IDP Process:

2.1.1 Refine and/or develop the strategic elements of the IDP in terms of council's new priorities

- (a)** Refine and/or develop the vision and objectives;
- (b)** Refine and/or develop the strategy elements of the IDP;
- (c)** Determining new programmes to achieve the strategic intent;
- (d)** Refine and enhance institutional plans;
- (e)** Refine and/or develop the spatial development framework;
- (f)** Tightened performance management system;
- (g)** Develop organizational scorecard;
- (h)** The preparation and review of relevant sector plans;

SECTION THREE: HORIZONTAL AND VERTICAL ALIGNMENT

3.1. Framework plan

In terms of Chapter 5 and Section 26 of the Municipal Systems Act (2000), districts are required to prepare and adopt a Framework Plan which indicates how the District and Local Municipalities will align their IDPs. The Framework Plan provides the linkage and binding relationships to be established between the district and local municipalities in the district and in doing so, proper consultation, coordination and alignment of the review process of the district municipality and various local municipalities can be maintained.

Alignment with service providers is essential to ensure that the district and local municipality's priorities can be reflected in the service providers' project prioritization process and in turn the service providers' projects can be reflected in the IDP document. Regular meetings with service providers would be required in the course of IDP review process.

3.2. Alignment with stakeholders

Alignment with stakeholders is essential in order that the Thabo Mofutsanyana District Municipality and Mantsopa's priorities can be reflected in their project prioritization process, as well as reflecting those projects in the IDP. It is anticipated that the IDP and Budget Conference and IDP Programme Workshops which will be led by Mayor and Municipal Manager will create such a platform as well as a series of individual meetings with key organs of the state.

3.3. Stakeholders in the IDP process

Municipality

The IDP guides the development plans of the local municipality.

Councillors

The IDP gives Councillors an opportunity to make decisions based on the needs and aspirations of their constituencies.

Communities and other stakeholders

The IDP is based on community needs and priorities. Communities have the chance to participate in identifying their most important needs. The IDP process encourages all stakeholders who reside and conduct business within a municipal area to participate in the preparation and implementation of the development plan.

National and provincial sector departments

Many government services that affect communities at local level are delivered by provincial and national government departments -for example: police stations, clinics and schools.

Municipalities must take into account the programmes and policies of these departments. The departments should participate in the IDP process so that they can be guided how to use their resources to address local needs.

SECTION FOUR: PUBLIC PARTICIPATION IN THE IDP PROCESS

4.1. Community-based planning

A fundamental and statutory component of the IDP process is community engagement and the public participation. Participation in the integrated development planning process is only one of the several arenas of participatory interaction between local government and citizens. The municipality's approach in participatory interaction is based on its innovative ward based planning process or community based planning (CBP) process where all 9 wards will be involved in the confirmation of their development priorities. CBP as a form of participation in the development of Mantsopa IDP is seen within the context that it must be people-focused and empowering, led and owned by Ward Councillors and ward committee members, based on vision and strengths of the ward, and should be holistic and promote mutual accountability between elected public representatives, community and municipal administration.

Through CBP, communities and stakeholders highlight and/or confirm their development priorities that should be included in the IDP in the form of projects, services and programmes.

SECTION FIVE: ORGANISATIONAL ARRANGEMENTS

5. IDP Steering Committee

The IDP Steering Committee is a strategic, political and technical working team making political and technical decisions and inputs that must ensure a smooth compilation and implementation of the IDP. The IDP Steering Committee has been operational since the inception of the IDP preparation process. The IDP SC and the Stakeholder Forum will be reconstituted for the preparation of the IDP process. As part of the IDP review and budget formulation process, the Steering Committee which support the Municipal Manager, IDP and the Budget Office is constituted as follows:

PERIOD	NUMBER OF MEETINGS	NUMBER OF MEETINGS
August to September 2017	4	Mayor (Chairperson) Speaker Councillors Municipal Manager
October to December 2017	14	IDP Manager
January to March 2018	14	Directors
April to June 2018	8	Managers

5.1 Municipal Manager

As a head administration, the Municipal Manager is responsible and accountable for the implementation of the municipality’s IDP, and the monitoring of progress with implementation of the plan. He is also the responsible person for championing the integrated development planning process.

5.2 IDP Manager

Amongst others, the following responsibilities have been allocated to the IDP Manager for the IDP Process

- Ensure that the Process Plan is finalized and adopted by Council;
- Adjust the IDP according to the proposals of the MEC;
- Identify additional role-players to sit on the IDP Stakeholder Forum;
- Ensure the continuous participation of role players;
- Monitor the participation of role players;
- Ensure appropriate procedures are followed;
- Ensure documentation is prepared properly;
- Carry out the day-to-day management of the IDP process;
- Respond to comments and enquiries;
- Ensure alignment of the IDP with other IDP’s within the District Municipality;
- Co-ordinate the inclusion of Sector Plans into the IDP documentation;
- Co-ordinate the inclusion of the Performance Management System (PMS) into the IDP;
- Submit the reviewed IDP to the relevant authorities.

5.3 IDP and Budget Forum

Composition of IDP and Budget Forum

COMPOSITION	MEETINGS HELD
Mayor	2
Speaker	
Councillors	
Municipal Manager	

Directors	
Managers	
Thabo Mofutsanyana District Municipality	
Sector Departments	
Ward Committees & Community Development Workers	
NGOs, CBOs, Religious groups, Traditional healers and leaders, Business organisations, Trade Unions, etc.	

The IDP and Budget Forum facilitates and co-ordinates participation as part of the preparation phase of the IDP and continue its functions throughout the annual IDP review processes. The IDP and Budget Forum is composed of various municipal stakeholders (Ward Committee members, Community Development Workers, Business Community, Sector Departments, SGB's, CPF's to mention but a few)

Terms of Reference for the IDP Representative Forum

- The terms of reference for the IDP Representative Forum are as follows:
- Represent the interest of the municipality's constituency in the IDP process;
- Form a structures link between the municipality and representatives of the public;
- Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders including municipal government;
- Ensure communication between all the stakeholder representatives including the municipal;
- Monitor the performance of the planning and implementation process
- Integrate and prioritize issues, strategies, projects and programmes and identify budget requirements; and
- Monitor the performance of planning and implementation process.

Roles and Responsibilities of Different Spheres of Government in the IDP Process

The responsibility to prepare and adopt IDPs lies with the Council of Mantsopa Local Municipality. However IDP is seen as a strategic document to identify and respond timeously and effectively to local developmental challenges and priorities, in a manner that leverages involvement and responses of all stakeholders including across sectoral basis and contributions by the district, provincial and national governments. It is therefore a requisite for all stakeholders to be fully aware of their own responsibilities and of other role-players' responsibilities so that the planning process is smooth and well-organized.

In order to ensure that there is a clear understanding of all required roles and responsibilities between the three spheres, the following are highlighted:

SPHERE OF GOVERNMENT	ROLES AND RESPONSIBILITIES
Local Council	
Municipal Council	Prepare an IDP Adopt an IDP
District Council	Prepare a District Municipal IDP Adopt a District Municipal IDP Provide support to poorly capacitated local municipalities Facilitate the compilation of a framework which will ensure Coordination and alignment between local municipalities and the district.
Provincial	
CoGTA	Coordinate training Provide financial support Provide general IDP guidance and guidelines Monitor the process in the province Facilitate coordination and alignment between district Municipalities. Facilitate resolution of disputes between municipalities Facilitate alignment of IDPs, departmental policies and programmes. Assess IDPs

<p>Sector Departments be guided by Municipal IDPs in the allocation of resources at local level</p>	<p>Provide relevant information on sector department's policies, Programmes and budgets Contribute sector expertise and technical knowledge to the Formulation of municipal policies and strategies.</p>
<p>National</p>	<p>Issue legislation and policy in support of IDPs</p> <p>Department of Cooperative Governance And Traditional Affairs Issue Integrated Development Planning Guidelines</p> <p>Provide financial assistance</p> <p>Provide a national training framework</p> <p>Establish a planning and Implementation Management Support System programmes and budgets.</p> <p>Contribute sector expertise and technical knowledge to the Sector Departments formulation of municipal policies and strategies</p> <p>Be guided by municipal IDPs in the allocation of resources at the Local level.</p> <p>Provide relevant information on sector department's policies.</p>

Component D: Corporate governance

Corporate governance is a system by which corporations are operated and controlled. This system encompasses a set of rules, processes and laws.

In the context of our municipality, we view corporate governance as an effective system of ensuring that the community get value for money through diligence and honesty.

In the course of rendering services to the community, it is therefore important to do so within the parameters of the law, and this can be achieved by connecting corporate governance with legislative risk management as a guideline.

AUDIT COMMITTEE

During the period under review, the municipality had a functional Audit Committee constituted in terms of Section 166 of the Municipal Finance Management Act, 56 of 2003.

AUDIT COMMITTEE MEMBERS

MEMBER	CAPACITY
M C Shale	Chairperson
Mrs D S. Lebeko	Member
Ms V.C Sikaundi	Member

It has been able to discharge its obligations, it processed all matters referred to it by Council, reported progress regularly to Council and participated at the Audit Steering Committee meetings. All Annual Reports and Annual Financial statements were reviewed by the Audit Committee prior tabling at the Council meeting.

Risk Management

Section 62 (1) (c) (i) of the Municipal Finance Management Act, 56 of 20013 requires that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control; and of internal audit operating in accordance with any prescribed norms and standards, during the period under review the municipality had a functional risk management unit, plans are put into place to strengthen the unit.

Risk management is the process whereby the Accounting Officer, and other key members of the senior management proactively, purposefully and regularly identify and define current as well as emerging business, financial and operational risks and either simultaneously or identify appropriate and cost effective methods of obviating and managing these risks within the Municipality. The Accounting Officer ensured that the municipality has risk management structures that are aligned to the principles of good corporate governance, as supported by the Municipal Finance Management Act (MFMA), Act no.56 of 2003. A risk assessment was done and the risk assessment register was developed and approved by the Audit Committee. The top 20 Strategic Risk were also identified on the Risk register and they were discussed at monthly management meetings, Clean Audit Steering Committee Meetings and Risk Management Committee meetings.

The Clean Audit Steering Committee is a committee formed within the municipality to ensure that the municipality moves away from getting negative reports from the Auditor General. It consists of Management and experts who advises on the best mitigating strategies for the municipality's high risks. The municipality also developed a Risk Management Policy which is currently in operation. The municipality has recently appointed the chairperson of the Risk Management Committee and established a Risk Management Committee. The Committee is a subcommittee appointed by the Accounting officer to help him with his responsibilities for risk management.

Top 20 Strategic Risks identified during the year under review for mitigation:

NO	REF	DESCRIPTION	RATING
1	CS02	Insufficient fire-fighting personnel in other Mantsopa towns	22.5
2	CS03	Fire fighters not adequately trained	22.5
3	CS14	Law enforcement and security personnel exposed to danger	22.5
4	MM16	Inefficient use of tourist attraction sites	16
5	MM17	Dilapidation of tourist attraction sites	16
6	CS01	Non- existence of disaster control room	18
7	CS15	Lack of security guard house	18
8	CR13	Safety inspections not done	22.5
9	FN07	Low debt collection	20
10	FN24	Poor condition of fleet, yellow plant and equipment	12
11	DTS01	Degradation of roads	15
12	DTS12	Poor management and disposal of hazardous waste at municipal landfill sites	10
13	CR10	No retention of skilled employees	14.4
14	MM18	Improper use of land suitable for tourist attractions	12.6
15	CR05	Filled positions not in line with Employment Equity Act	12.8
16	CR09	Appointment of unskilled /unqualified staff	12.8
17	CR12	Increasing light duty rate	9.6
18	CS04	Insufficient fire fighting vehicles	12.8
19	CS13	Absence of conveyancing mechanisms	12.8
20	CS10	Insufficient land for residential development	12

Anti-Fraud and Corruption

For the period under review, the municipality adopted Fraud Prevention Policy to combat fraud and corruption. The municipality's Internal Audit also plays a pivotal role in strengthening internal controls and ensuring adherence to segregation of duties, procurement process, and efficiency.

Supply Chain Management

For the period under review, the municipality had an approved supply chain management policy which is in line with the MFMA and National treasury regulations, Furthermore; the policy was reviewed to be in line with the Preferential Procurement Policy Framework Regulations of 2011.

The Supply Chain Management unit is not properly capacitated in terms of human resources and skills. The unit is headed by a Supply Chain Manager. The composition of the bid committees is in accordance with the provisions of the Supply Chain Management Regulations, 2005, and there is regular reporting on the implementation of the policy.

The Supply Chain Management policy of Mantsopa Local Municipality states that:-

3. (1) The accounting officer must –
 - (a) at least annually review the implementation of this Policy; and
 - (b) when the accounting officer considers it necessary, submit proposals for the amendment of this Policy to the council

- (2) If the accounting officer submits proposed amendments to the council that differs from the model policy issued by the National Treasury, the accounting officer must –
 - (a) ensure that such proposed amendments comply with the Regulations; and
 - (b) report any deviation from the model policy to the National Treasury and the relevant provincial treasury.
- (3) When amending this supply chain management policy the need for uniformity in supply chain practices, procedures and forms between organs of state in all spheres, particularly to promote accessibility of supply chain management systems for small businesses must be taken into account.

Delegation of supply chain management powers and duties

4. (1) The council hereby delegates all powers and duties to the accounting officer which are necessary to enable the accounting officer –
 - (a) to discharge the supply chain management responsibilities conferred on accounting officers in terms of –
 - (i) Chapter 8 or 10 of the Act; and
 - (ii) this Policy;
 - (b) to maximise administrative and operational efficiency in the implementation of this Policy;
 - (c) to enforce reasonable cost-effective measures for the prevention of fraud, corruption, favouritism and unfair and irregular practices in the implementation of this Policy; and
 - (d) to comply with his or her responsibilities in terms of section 115 and other applicable provisions of the Act.

- (2) Sections 79 and 106 of the Act apply to the subdelegation of powers and duties delegated to an accounting officer in terms of subparagraph (1).

- (3) The accounting officer may not subdelegate any supply chain management powers or duties to a person who is not an official of the municipality or to a committee which is not exclusively composed of officials of the municipality;

- (4) This paragraph may not be read as permitting an official to whom the power to make final awards has been delegated, to make a final award in a competitive bidding process otherwise than through the committee system provided for in paragraph 26 of this Policy.

Sub-delegations

5. (1) The accounting officer may in terms of section 79 or 106 of the Act sub-delegate any supply chain management powers and duties, including those delegated to the accounting officer in terms of this Policy, but any such sub-delegation must be consistent with subparagraph (2) of this paragraph and paragraph 4 of this Policy.

- (2) The power to make a final award –
 - (a) above R10 million (VAT included) may not be sub-delegated by the accounting officer;
 - (b) above R2 million (VAT included), but not exceeding R10 million (VAT included), may be sub-delegated but only to –
 - (i) the chief financial officer;
 - (ii) a senior manager
 - (iii) a manager directly accountable to the chief financial officer or a senior manager; or
 - (iv) a bid adjudication committee of which the chief financial officer or a senior manager is a member; or
 - (c) not exceeding R2 million (VAT included) may be sub-delegated but only to –
 - (i) the chief financial officer;
 - (ii) a senior manager;
 - (iii) a manager directly accountable to the chief financial officer or a senior manager; or
 - (iv) a bid adjudication committee.

(3) An official or bid adjudication committee to which the power to make final awards has been sub-delegated in accordance with subparagraph (2) must within five days of the end of each month submit to the official referred to in subparagraph (4) a written report containing particulars of each final award made by such official or committee during that month, including–

- (a) the amount of the award;
- (b) the name of the person to whom the award was made; and
- (c) the reason why the award was made to that person.

During the period under review, the municipality incurred R9 191 671 on irregular expenditure mainly due to non-compliance with SCM Regulations, R96 701 149 in Unauthorised expenditure due to overspending of the approved budget; and R14 234 005 in Fruitless and Wasteful expenditure due to interest and penalty charges on late payment of suppliers, mainly the ESKOM account.

The municipality established an mSCOA task team led by the Municipal Manager and Chief Financial Officer in 2017 and It is expected that the municipality will be live on mSCOA in the 3rd Quarter of 2018/2019, possibly before end of March 2019.

FINANCIAL MANAGEMENT CAPABILITY MATURITY MODEL

Municipalities and Municipal entities need to implement and maintain sound and effective financial management practices for the long-term sustainability and improvement in service delivery.

To support local government in their financial management treasury has developed diagnostic tools targeting various components of financial management in municipalities.

The tools developed include the Financial Management Capability Maturity Model and the 32 Financial Ratio. These were designed to support municipalities in monitoring their financial management capability and help in identifying areas of financial weakness with a view to improving their financial position and overall sustainability.

A further purpose of this development and implementation is to facilitate and support, proactively in the holistic planning and implementation of the MFMA and complementary legislation.

OVERVIEW OF ASSESSMENT (FMCMM)

FMCMM is an assessment tool that comprises of 21 modules-1433 questions to drive improvements in the financial, institutional and capability disciplined in municipality. The objective is to ensure that support is directed to areas most in need with changes resulting in progressive maturity assessment improvement.

Each module contains a number of questions, assists with risk identification and mitigation measures, assigns responsible officials to specific tasks and provides timelines for completion thereof. The outcome of the assessment will guide municipalities in developing procedures, processes, systems and improving compliance with the legal framework.

Scores are attributed to responses to questions which provide the municipality with a rating of its financial maturity, both within a particular module and overall. The different maturity levels can be described as 1) start-up, 2) developmental, 3) control levels of maturity. An assessment score of 1=no, 2=partial and 3=yes. These are averaged to provide overall scores

1.3 SUMMARY OF ASSESSMENT REPORT



MUNICIPAL
FINANCIAL MANAGEMENT
CAPABILITY MATURITY MODEL
SUMMARY OF ASSESSMENT

MODULES	MATURITY MODEL		
	SCORE (MARCH 2018)	SCORE (JULY 2018)	SCORE (AUGUST 2018)
INSTITUTIONAL			
1. BUDGET AND TREASURY OFFICE	2.49	2.84	2.25
2. CAPACITY BUILDING	2.24	2.85	2.52
3. HUMAN RESOURCE	2.30	2.84	2.68
TECHNICAL			
4. ANNUAL FINANCIAL STATEMENTS	2.74	2.97	2.89
5. ANNUAL REPORT	2.89	3.00	1.98
6. ASSET MANAGEMENT	2.68	2.90	2.58
7. BANK, CASH AND INVESTMENTS	2.81	3.00	2.73
8. BORROWING	2.33	3.00	2.34



MUNICIPAL
FINANCIAL MANAGEMENT
CAPABILITY MATURITY MODEL
SUMMARY OF ASSESSMENT

MODULES	MATURITY LEVEL		
	SCORE (MARCH 2018)	SCORE (JULY 2018)	SCORE (AUGUST 2018)
INSTITUTIONAL			
9. BUDGET MANAGEMENT	2.71	2.87	2.76
10. COMPENSATION OF EMPLOYEES	2.22	2.64	2.69
11. ENTITIES	N/A	N/A	N/A
12. EXPENDITURE MANAGEMENT	2.27	2.91	2.69
13. GRANTS AND TRANSFERS	2.49	2.90	2.93
14. INFORMATION TECHNOLOGY	2.44	2.95	2.45
15. INTERNAL AUDIT	2.95	2.99	2.97
16. LIABILITY MANAGEMENT	2.61	2.79	2.53
17. PUBLIC PRIVATE PARTNERSHIPS	N/A	N/A	N/A



MUNICIPAL
FINANCIAL MANAGEMENT
CAPABILITY MATURITY MODEL
SUMMARY OF ASSESSMENT

MODULES	MATURITY LEVEL		
	SCORE (MARCH 2018)	SCORE (JULY 2018)	SCORE (AUGUST 2018)
18. REPORTING	2.17	2.79	2.73
19. REVENUE MANAGEMET	2.74	2.92	2.60
20. RISK MANAGEMENT	2.86	2.87	2.73
21. SUPPLY CHAIN MANAGEMENT	2.85	2.92	2.81
TOTAL SCORE	2.57	2.89	2.62

From the above summary of assessment we started at scored of 2.57 which indicated that our municipality is currently positioned in the development level. Although between the months of March- June we managed to work through the template and only focused on questions that were partially and no (being the score of 1 and 2 which are the lowest). We improved to 2.89, but now that we worked through the entire template checking each and every question on the template we went down to the score of 2.62 meaning there are a lot of things within our municipality that still needs attention.

The municipality scored the lowest in the following modules and ratios (less than 2.5)

- Technology Budget and Treasury office
- Annual Reports
- Borrowings
- Liability Management
- Information

By-Laws

No By-laws were adopted or promulgated by the Municipal Council during the year under review.

INFORMATION PLACED ON THE WEBSITE AND OR PUBLISHED

Documents to be published on the municipality's website	Published / Not published
Current annual and adjustments budgets and all budget-related documents	Published
All current budget-related policies	Published
The previous annual report (2016/17)	Published
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act and resulting scorecards	Published
All service delivery agreements	Published
All long-term borrowing contracts	Not yet published
All supply chain management bids above a prescribed value (R 100 000)	Published
Public-private partnership agreements referred to in section 120.	Not applicable
All quarterly reports tabled in the council in terms of section 52 (d) during 2017/18	Not published

Public satisfaction of Municipal Services

1st Quarter July – September 2017

Type of service	# of reported incidents	# of attended incidents	# of incomplete incidents	% of attended incidents
Water	167	154	13	92.2%
Sanitation	160	152	8	95%
Electricity	34	31	3	91.1%
Roads and Stormwater	0	0	0	0
Refuse	10	10	0	100%

2nd Quarter October - December 2017

Type of service	# of reported incidents	# of attended incidents	# of incomplete incidents	% of attended incidents
Water	179	132	47	73.3%
Sanitation	163	140	23	85.9%
Electricity	31	20	11	65.2%
Roads and Stormwater	3	3	0	100%
Refuse	15	15	0	100%

3rd Quarter January- March 2018

Type of service	# of reported incidents	# of attended incidents	# of incomplete incidents	% of attended incidents
Water	263	157	27	60.8%
Sanitation	237	218	19	92.9%
Electricity	25	23	3	92%
Roads and Stormwater	16	16	0	100%
Refuse	6	6	0	100%

4th Quarter April – June 2018

Type of service	# of reported incidents	# of attended incidents	# of incomplete incidents	% of attended incidents
Water	247	236	11	95.5%
Sanitation	327	327	0	100%

Electricity	27	25	2	92.5%
Roads and Stormwater	23	23	0	100%
Refuse	7	5	2	71.4%

Summary for 2017/2018

Type of service	# of reported incidents	# of attended incidents	# of incomplete incidents	% of attended incidents
Water	856	679	88	79.3%
Sanitation	887	837	50	94.3%
Electricity	117	99	31	84.6%
Roads and Stormwater	64	52	12	81.2%
Refuse	16	14	2	88%

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

3.1 PERFORMANCE OF SERVICE PROVIDERS

The table below summarizes the performances of external services providers as required by section 46 of the Local Government: Municipal Systems Act 32 of 2000.

Name of Service Provider	Name of Project	SLA signed		Project Starting Actual Date	Completion Date	Specs met		Status	Percentage
		Yes	No			Yes	No		
EMS Advisory (Pty) Ltd	Appointment of Professional Service Provider for Compilation of the GRAP Annual Financial Statements and Assets Management	Yes		05-Jul-17	30-Nov-17	Yes		Complete	100%
Rantooa Service Providers	Phase 3 : Upgrading of Recreational and Sport Facilities at Manyatseng (Phase 3)	Yes		10-Nov-17	30- Sept-18	Yes		In Progress	100%
Ladybrand Toyota/OVK	Supply and Delivery of Two Fleet Cars for Mantsopa Local Municipality	Yes		10-Nov-17	10-Nov-17	Yes		Complete	Not Applicable
Revenue Consulting (Pty) Ltd	Appointment of Debt Collectors for Period of Two Years for Mantsopa Local Municipality	Yes		21-Dec-17	20 Dec-19	Yes		In Progress	13%
Engineering Solutions	Design and Construction Monitoring of 383 Toilet Top Structure Structure and Furnisher in Thabong Extension 9	Yes		02- Feb-2018		Yes		In Progress	7%
Andre's Nissan	Supply and Delivery of Three (03) Bakkies for Mantsopa Local Municipality	Yes		02-Feb-2018	02-Feb 2018	Yes		In Progress	Not Applicable
AJ Mining	Supply and Delivery of High Pressure Sewer Jet	Yes		02 Feb-2018	02-Feb-2018	Yes		Complete	Not Applicable

Letsetse Cellular Solutions	Appointment of Service Provider to Conduct Strategic Plan for Mantsopa Local Municipality	Yes		28 Feb 2018	30 June 2019	Yes		In Progress	60%
Bulwa Mineral JV	Appointment of service Provider for Analysis of Existing Land Use Patterns for Mantsopa Local Municipality	Yes		15 Mar-2018	30 Oct 2018	Yes		In Progress	100%
AJ Mining	Supply and Delivery of TLB (Backhoe Loader) for Mantsopa Local Municipality			15 Mar-2018	15 Mar 2018	Yes		Complete	Not Applicable
Thepa Trading	Supply, Delivery and Installation of Telephone System (Financial Lease 36 Months)	Yes		15 March 18	15 Mar 2021	Yes		In Progress	Not Applicable
Barloworld	Supply and Delivery Vibratory Compact Roller	Yes		13 Mar 2018	12 January 2020	Yes		In Progress	Not Applicable
Centlec	Erection of High Mast Lights	Yes		16 Mar 2018	30 June 2019	Yes		In Progress	80%
Absolute Eminence (Pty) Ltd	Appointment of Professional Medical Doctor for Employees Check-Up and Wellness for Two Years Period	Yes		13 Apr 2018	13 Apr 2020	Yes		In Progress	Not Applicable

Black Top Civils	Manyatseng : Construction of 383 Toilet Top Structures in Thabong Extension 9	Yes		13 Apr 2018	30 Nov 2018			Complete	100 %
KM and FM Ndulamiso Solutions Metsi Chem	Aqua Panel : Supply, Delivery and Off-Loading Water Treatment Chemicals ("As When and Required Basis") for Two Years Period	Yes		13 Apr 2020	13 Apr 2020	Yes		In Progress	Not Applicable
EMS Advisory (Pty) Ltd	Appointment of Professional Service Provider for the Compilation of GRAP Compliant Annual Financial Statements and Asset Management Services (2017/18 Financial Year)			13 April 2018	30 Nov 2018	Yes		Complete	100%
Nomano Urban Projects JV	Phase 2B : Construction of Two (02) Boreholes 10 Km Outside Tweespruit Including 6.168 Km Pipeline and Electrical Installation			18 May 2018	31 -Jan-19	Yes		In Progress	15%

3.2 SDBIP REPORTING FROM THE PERIOD 01 JULY 2017 TO 30 JUNE 2018

GENERAL KEY PERFORMANCE INDICATORS AS PRESCRIBED IN TERMS OF THE LOCAL GOVERNMENT: MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001

In formulating the key performance indicators in the IDP, Budget & SDBIP for the period ending 30 June 2018, the municipality was guided by the General Key Performance Indicators as prescribed in terms of the above-mentioned regulations. These General Key Performance Indicators are incorporated in the performance information to provide proper context and implementation as follows:

KPA: Good Governance & Public Participation

KPA: Local Economic Development

KPA: Financial Viability and Management

KPA: Transformation and Institutional Development

KPA: Basic Services- Community Development and Social Cohesion

All General Key Performance Indicators, as prescribed in terms of Section 43 of the Act, are listed below for ease of reference:

- (a) The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- (b) the percentage of households earning less than R3500 per month with access to free basic services;
- (c) the percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- (d) the number of jobs created through municipality's local economic development initiatives including capital reports;
- (e) the number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- (f) the percentage of a municipality's budget actually spend on implementing its workplace skills plan; and
- (g) financial viability as expected by the following ratios:

(i) $A = B - C$

D

Where –

“A” represents debt coverage

“B” represents total revenue received

“C” represents operating grants

“D” represents debts service payments (i.e. interest + redemption)

$$(ii) A = \frac{B}{C}$$

Where –

“A” represents outstanding services debtors to revenue

“B” represents total outstanding service debtors

“C” represents annual revenue actually received for services;

$$(iii) A = \frac{B+C}{D}$$

“A” represents cost average

“B” represents all available cash at a particular time

“C” represents investments

“D” represents monthly fixed operating expenditure

MUNICIPAL PERFORMANCE PLANS (ADJUSTED 2017/2018 SDBIP)

Lower Layer Service Delivery and Budget Implementation Plan 2017/2018

Department: Community Services: KPA: Community Development & Social Cohesion

Security Service											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI achievement rate	Variance	Remedial action taken / to be taken
Activity1.2	Providing Effective Community Services and safe guarding municipal assets	Number of municipal properties secured through physical security	Incidents/security pocket book per property secured	Target:	Number	4	4	4	Achieved	None	None
				Budget	Rand						
Disaster & Fire Management											

Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance	Remedial steps taken /to be taken
Activity1.1	Manage fire & Disaster Management as required in terms of Disaster Management Act	Number of fire safety inspections done	Fire safety inspections register	Target:	Number	80	80	87	Achieved	Exceeded target by 07	None
Budget				Rand							
Activity1.3		Number of Public Awareness campaigns on public safety conducted	Attendance register and proof	Target:	Number	90	90	91	Achieved	Exceeded target by one	None
Budget	Rand										
	Number of Disaster Management Plans reviewed and approved		Council resolution approving the IDP	Target:	Number	1	1	1	Achieved	None	None
		Budget		Rand							

Human Settlement & Urban Planning Division											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variation	Remedial steps taken/to be taken
Activity 1.6	To facilitate access to sustainable human settlements	Number of Sector Plans reviewed / adopted	Sector plans	Target:	Number	1	1	1	Achieved	None	
				Budget							
Traffic Management Division											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance	Remedial steps taken/to be taken
Activity 1.1	Compliance with the NRTA	3km roads marked	Road marking schedule,	Target:	Kilo metres	3	3	3	Achieved	None	None

			report & photos	Budget	Rand						
		1200 check points/road blocks conducted	Road blocks & report register	Target:	Number	1200	1200	1404	Achieved	Exceeded target with 204 check points	None
				Budget							

DEPARTMENT OF TECHNICAL SERVICES

KPA: Basic Service & Infrastructure Development

Division: Refuse Removal, Environment & Waste Management											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance & Reasons	Remedial steps taken / to be taken
Activity1.3	To provide clean and healthy environment	Number of approved Integrated Waste Management Plan	Council resolution on Integrated Waste Management Plan	Target:	Number	1	1	1	Achieved	None	None
				Budget	Rand						
Activity1.5		Monthly Clearing of 35 illegal dumping sites	Monthly Refuse removal report	Target:	Number	35	35	760	Achieved	725	None
				Budget	Rand						
Project management Unit											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	Achievement rate	Variance	Remedial steps taken/to be taken
Activity1.1	To ensure that all Municipal Capital Projects are properly Administered and Managed as per the contract.	Percentage of progress made on the Construction of the Phase 2 Arthur Pitso Stadium	Site reports	Target:	Percentage	0%	50%	100%	Achieved	50%	None
				Budget	Rand						
Activity1.3		Percentage of progress made on the 2 km pave road and storm water drainage in Maclaasen, Hobhouse	Site reports	Target:	Percentage	50%	100%	100%	Achieved	None	None

					Budget	Rand						
Activity1.6		Percentage of progress made on upgrading of the Bulk pipeline Water supply in Excelsior	Site reports	Target	Percentage	50%	100%	64%	Not achieved	36%	Penalties imposed on the contractor for poor	
				Budget	Rand							
		Percentage of progress made on upgrading of the Boreholes drilling/commissioning in Tweespruit	Site reports	Target:	Percentage	0%	10%	22%%	Achieved	Exceeded target with 12%	None	
				Budget	Rand							
Project Management Unit continues...												
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	Achievement rate	Variance	Remedial steps taken / to be taken	
Activity1.1	To ensure that all Municipal Capital Projects are properly Administered and Managed as per the contract.	Percentage progress made on construction of Toilet top structures at Manyatseng Ext 9	Progress reports and Close out report	Target:	Percentage	0%	30%	7%	Not Achieved	Project is 23% behind schedule due to late commencement of the project	Two site visit per month & one site meeting introduced to monitor progress made	
				Budget	Rand							
		Number of MIG Monthly Reports generated	Monthly Reports	Target:	Number	12	12	12	Achieved	None	None	
				Budget	Rand							
		Number of MIG Quarterly Reports generated	Quarterly MIG Progress Reports	Target:	Number	4	4	4	Achieved	None	None	
				Budget	Rand							
		Number of sites visits	Signed sites visits	Target:	Number	34	34	34	Achieved	None	None	
				Budget	Rand							
	Number of Business Plans submitted for funding	Technical reports	Target:	Number	6	9	9	9 applications (Business Plans were submitted for funding	None	None		
			Budget	Rand								
	Number of EPWP beneficiaries achieved	Employment contracts	Target:	Number	228	228	228	Achieved	Not applicable	252 participants to be included in the EPWP as per the provincial target		
			Budget	Rand								

Water and Sanitation Division											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance	Remedial steps taken / to be taken
Activity1.2	To ensure that all households on formal erven have access to basic level of Water and sanitation services.	Number of water meters audited.	Water meter audit report	Target:	Number	150	200	229	Achieved	Exceeded target by 29 meters	None
				Budget	Rand						
		Number of water network (leakages) complaints attended to	Job card & customer care reports	Target:	Number	300	325	325	Achieved	None	None
				Budget	Rand						
		Number of Sewer blockages attended to	Customer care reports	Target:	Number	750	800	802	Achieved	None	None
				Budget	Rand						
Water and Sewer (Operations and Maintenance)											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance	Remedial steps taken /to be taken
Activity1.2	To ensure that all households on formal erven have access to basic level of water & sanitation services.	Number of septic Tanks serviced	Maintenance Schedule and report	Target:	Number	1100	1100	Achieved	1100	None	Not applicable
				Budget	Rand						
ELECTRICITY DIVISION											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance	Remedial steps taken /to be taken
Activity1.1	To ensure that all households on formal	Number of Erven electrified in	ESKOM	Target:	Number	0	325	317	Partially Achieved	8 erven were not occupied	None
				Budget	Rand						

	erven have access to electricity services.	Manyatseng Ext 9									
Activity1.5		Number of sub and mini-substations cleaned	ESKOM and or Centlec schedule	Target:	Number	41	41	41	Achieved	41	Not applicable
				Budget	Rand						
		Number of reports on DEF generated	DEF reports	Target:	Number	4	4	4	Achieved	None	Not applicable
	Budget			Rand							

Roads and Storm water											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance	Remedial steps taken / to be taken
Activity1.2	To provide for Sustainable maintenance of roads and storm water	Square metres of potholes repaired	Job cards	Target:	Square metres	12500	14 500	18703,4	Achieved	4203	None
				Budget	Rand						
Activity1.5		Kilometres of roads gravelled	Job cards	Target:	Kilometres	160 km	7km	8,094km	Achieved	1,094 km	None
				Budget	Rand						
Activity1.6		Number of storm water channels maintained	Job cards	Target:	Kilometres	5km	5km	4km	Not Achieved	1 km	Ensure segregation of duties at Roads & Storm water division for proper monitoring
				Budget	Rand						

2. DEPARTMENT OF CORPORATE SERVICES
KPA: INSTITUTIONAL TRANSFORMATION & DEVELOPMENT

Human Resources Division											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance	Remedial steps taken/to be taken
Activity1.1	Development of the corporate Services Excellence	Number of co-ordinated positions filled	Quarterly reports on appointments made	Target:	Number	40	40	40	Achieved	None	None
				Budget							
Activity1.3		Number of policies reviewed	Reviewed Policies with Council Resolution	Target:	Number	11	4	4	Achieved	None	None
				Budget							
Human Resources Division continues... OHS											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement	Variance	Remedial steps taken/to be taken
Activity1.1	Development of the corporate Services Excellence	Number of awareness made on Health and Safety at workplace	Reports on awareness campaigns held	Target:	Number	0	5	0	Not achieved	-5	OHS Officer to be appointed in the 2018/2019 financial year
Activity1.2		Convene meetings of the OHS	Minutes, Attendance Register & programme	Target:	Number	4	4	4	Achieved	None	None
				Budget							
Administration and Council Support											

Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit Measure	Baseline	Annual Target	KPI Achievement rate	Progress	Variance	Remedial steps taken/to be taken
Activity1.1	Development of the Corporate Services Excellence	Number of awareness workshop held	Minutes and attendance register	Target	Number	0	1		0	None	Not applicable
				Budget							
Activity1.2		Number of reports of Records Disposed	Records register	Target	Number	1	1		0	1	Management to implement records & archive management policies
Activity1.3				Budget							
		Number of Reports of Records Transferred	Records register	Target	Number	1	1		0	1	Management to implement records & archive management policies
				Budget							
Output 2		Number of resolutions implemented	Quarterly Council resolutions progress report	Target	Number	4	4	Partial	4	4	Not applicable
				Budget							
Activity2.1	Number of Year plans compiled and circulated	Year Plan	Target	Number	1	1	Achieved	1	None	Not applicable	
			Budget								
Activity2.2	Number of Council meetings co-ordinated	Minutes & Attendance register	Target	Number	4	4	Achieved	4	None	Not applicable	
			Budget								
Activities 2.3	Number of EXCO Meetings co-ordinated	Minutes & Attendance register	Target	Number	12	12	Achieved	12	None	Not applicable	
			Budget								
Activities 2.4	Development of the corporate	Number of Annual Analysis Reports on Attendance of	Analysis report	Target	Number	1	1	Not achieved	0	None	Not applicable

	Services Excellence	Meeting by Councillors		Budget							
Activities 2.5		Number of quarterly Reports on Absenteeism compiled and submitted to the Speaker	Councillor absenteeism report	Target	Number	4	4	Partial	2	None	Not applicable
				Budget							
Activities 3.2	Development of the corporate Services Excellence	Number of deduction lists submitted to salary	Deduction lists and e-mails submitted to salaries	Target	Number	12	12	Achieved	12	None	Not applicable
				Budget							
Output 5		Number of Bylaws/ Policies Development and Reviewed	Bylaw and Policy Documents (Property Rates Bylaw, Cemeteries Bylaw and Promotion of Access to information Manual policy)	Target	Number	10	10	Partial	5	None	Not applicable
				Budget							
Activities 5.1		Number of Bylaws submitted to Council for final adoption	Council Resolution and Bylaw Document (Property Rates Bylaw, Cemeteries Bylaws).	Target	Number	10	10	Not achieved	5	None	Not applicable
				Budget							
				Target	Number	12	12			None	Not applicable ³

Activities 5.2		Number of Reviewed PAIA Manual compiled and approved	Council Resolution and Reviewed PAIA Manual	Budget				Not achieved	PAIA Manual not compiled		
LEGAL AND LABOUR											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance	Remedial steps taken/to be taken
Activity1.1	Development of the Corporate Services Excellence	Compile and review Contingent Liability Register	Contingent Liability register	Target	Number	12	12	12	Achieved	None	Not applicable
				Budget							
Activity2.1		Number of monthly contracts registers compiled and updated	Contract registers	Target	Number	19	2	0	Not Achieved	None	Not applicable
				Budget							
		Percentage of legal advice and opinions provided timeously within Mantsopa	Request Received and Opinions Given	Target	Number	1	1	1	Achieved	None	Not applicable
				Budget							
	Number of Monthly risk Reports updated	Monthly Risk Register	Target	Number	1	1	1	Achieved	None	Not applicable	
			Budget								
	Percentage of internal and external Queries responded to within the required timeframe	Responses to Audit Queries as submitted	Target	Percentage	100%	100%	100%	Achieved	None	Not applicable	
			Budget								

Skills Development Division											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	KPI Achievement rate	Progress	Variance	Remedial steps taken/to be taken
Activity1.1	Development of the corporate Services Excellence	Percentage to which the Employees are trained	Work place skills Plan (WSP)	Target:	Percentage	100%	100%	Achieved	100%	None	Not applicable
				Budget							
Activity1.2		Percentage to which the Employees are trained	Annual Training report (ATR)	Target:	Number	1	1	Achieved	29	None	Not applicable
			Budget								
Activity1.5		Annually submit the EEA1 forms to the Department of Labour	Number of EEA 1 Forms completed	Target:	Number	1	1	Achieved	1	None	Not applicable
				Budget							
Legal & Labour division											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	KPI Achievement rate	Progress	Variance	Remedial steps taken / to be taken
Activity1.4		Percentage of disciplinary and labour matters procced and finalised	Percentage of disciplinary cases , conciliations and arbitration processed and finalised	Target:	Percentage	80%	100%	Achieved	100%	None	Not applicable
				Budget							

**3. DEPARTMENT OF CHIEF FINANCIAL OFFICER
KPA: FINANCIAL VIABILITY & MANAGEMENT
Revenue Management Division**

Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	KPI Achievement rate	Progress	Variance	Remedial steps taken
Activity1.1	Sound Financial Management and Reporting	Number of signed off balanced control accounts reports	Monthly levy control reports	Target:	Number	12	12	Achieved	12	None	Not applicable
Budget											
Activity1.2		Number of reports send to electricity and water division on faulty meters	Faulty meters reports	Target:	Number	12	12	Achieved		None	Not applicable
Budget											
Activity1.3		Number of monthly billing authorisation conducted	Monthly Billing Authorisation report	Target:	Number	12	12	Achieved	12	None	Not applicable
Budget											
Activity1.4		Number of revenue enhancement strategies approved	Approved revised revenue enhancement strategy	Target:	Number	1	1	Not achieved	1	None	Management to approve enhancement strategy
Budget											
Activity1.5	Review of indigent registration policy	Indigents register & policy	Target:	Number	1	1	partial	1	None	Not applicable	
Budget											
	Number of updates of the supplementary valuation roll	Updated Valuation roll	Target:	Number	1	1	Achieved	1	None	Not applicable 1	
Budget											

Fleet management											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance	Remedial steps taken/ to be taken
Activity1.1	Providing Effective Community Services and Promotion of Local Economy	Number of obsolete and redundant fleet auctioned	Auction report	Target:	Number	13	13	0	Not achieved	13	Management to take all steps to conduct an auctioning process
				Budget							
Activity1.3		Number of vehicles licenced and registered	Schedule of licencing and registered vehicles	Target:	Number	23	23	23	Achieved	None	Not applicable
				Budget							
Activity1.4		Number of fuel schedules in all units	Weekly fuel schedules	Target:	Number	23	23	23	Achieved	None	Not applicable
				Budget							
Asset Management Division											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance	Remedial steps taken / to be taken
Activity1.1	Sound Financial Management and Reporting	Number of existing policy updated with new developments in GRAP standards and other applicable laws and regulations	Approved updated Asset related Policies and procedures	Target:	Number	1	1	Partial	1	None	Asset Steering committee
				Budget							
Activity1.2		Number of monthly	Additions report	Target:	Number	12	12	Achieved	12	None	Not applicable

		updates of asset accounting requirement		Budget							
Activity1.3		Number of verification reports	Asset Verification report	Target: Budget	Number	4 4	4 4	Achieved	4	None	Not applicable
3Activity1.4		Number of reconciliations between the General Ledger and the Fixed Assets Register	Reconciliation report	Target: Budget	Number	12 12	12 12	Achieved	12	None	Not applicable

Supply Chain Management Division											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance	Remedial steps taken /to be taken
	Sound Financial Management and Reporting	Number of Supply Chain Management Policies revised and approved	Approved Revised Supply Chain Management policy	Target	Number	1	1	1	Achieved	1	Management to take all appropriate steps to ensure annual review of the SCM Policy
Budget											
		Number of reports on irregular, unauthorised and fruitless expenditure submitted to Council	SCM reports & Council resolutions	Target	Number	4	4	4	Achieved	None	Not applicable
Budget											
Activity 5.2		Number of signed off annual procurement plans submitted	Signed off annual procurement plans	Target	Number	1	1	1	Partial	None	Not applicable
Budget											

		Number of workshop held with internal and external stakeholders on Supply Chain Management Policy and processes	Notices, minutes and attendance registers	Target	Number	4	4	0	Not achieved	None	Not applicable
		Percentage on internal and external audit queries responded to and addressed within 5 days	Responses	Target:	Percentage	100%	100%	100%	Achieved	None	Not applicable
				Budget							
Activity 7.1		Number of updates on the risk register	Approved updated risk register	Target:	Number	4	4	4	Achieved	None	Not applicable
				Budget							
Budget And Reporting Division											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	Type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance	Remedial steps taken/to be taken
Activity 1.2	Sound Financial Management and Reporting	Number of budget related policies approved	Approved policies	Target:	Number	5	5	5	Partial	None	Not applicable
				Budget	Rand						
Activity 1.3		Number of section 71 Reports submitted to the Mayor	Section 71 reports	Target:		12	12	12	Achieved	None	Not applicable
				Budget							
Activity 1.4		Number of section 52 (d) reports	Section 52 (d) Reports	Target:	Number	4	4	4	Achieved	None	Not applicable
	Budget			Rand							
Activity 1.5	Number of Mid-year Budget Performance report	Mid-year Budget Performance Assessment Report	Target:	Number	1	1	1	Achieved	None	Not applicable	
			Budget	Rand							

Activity 1.6		Number of GRAP complaint Annual Financial Statements submitted to the office of the Auditor General	Signed off Annual Financial Statements submitted	Target:	Number	1	1	1		0	
				Budget	Rand						

Expenditure Management Division											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance	Remedial steps taken / to be taken
Activity1.1	Sound Financial Management and Reporting	Percentage of payment voucher filed	Filing Records in Place	Target	Percentage	100%	100%	100%	Achieved	None	None
				Budget	Rand						
Activity1.2		Percentage of key creditor accounts reconciled	Monthly Reconciliation reports	Target	Percentage	100%	100%	100%	Achieved	None	None
				Budget	Rand						
Activity1.3		Percentage invoices paid within 30 days	Monthly statistics reports	Target	Percentage	60%	60%	35%	Partial	-25%	Improve debt collection
				Budget	Rand						
Activity2.1	Number of risk registers updated	Approved risk registers	Target	Number	4	4	4	Achieved	None	Not applicable 1	
			Budget	Rand							
Activity5.1	Number of incidents of irregular, fruitless and wasteful expenditure reviewed and refined	Quarterly reports on irregular, fruitless and wasteful expenditure	Target	Number	12	12	12	Achieved	None	None	
			Budget	Rand							

		Number of VAT 201 reports submitted to SARS	Monthly	Target	Number	12	12	12	Achieved	None	None
			Budget	Rand							
		Percentage issues responded to and addressed raised by PROPAC and MPAC	Responses	Target	Percentage	100%	100%	100%	Achieved	None	None
			Budget	Rand							
		Percentage issues responded to and addressed issued by internal and external auditors	Responses	Target	Percentage	100%	100%	100%	Achieved	None	None
			Budget	Rand							

Payroll Administration											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance	Remedial steps taken / to be taken
Activity1.3	Sound financial management	Compile documents that proof that balancing of all data are done and filed	Recons of totals with compiled sheets	Target	Number	12	12	12	Achieved	None	None
				Budget							
Activity 2.1		Work through deduction list and ensure it	Keep record of all documents	Target	Number	12	12	12	Achieved	None	None

		balances with our Sebata Financial system		Budget							
Activity 2.3		Compile documents that proof that balancing of all data are done and filed	Keep record of all documents	Target	Number	12	12		Achieved		
				Budget							
Activity 3.1		Check all leave application signing off the vouchers and take the vouchers for capturing	Keep record of all vouchers	Target	Number	12	12	12	Achieved	None	None
				Budget							

**DEPARTMENT OF THE MUNICIPAL MANAGER
KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION**

Integrated Development Planning and Performance Management System											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance	Remedial steps taken/to be taken
				Target:	Number	20	20	20		None	Not applicable

Activity1.1	To provide strategic leadership to the strategic operational activities of the municipality	Number of meetings held on the developments of the IDP Review Process Plan	Notices, attendance registers and minutes	Budget:					Achieved		
Activity1.3	To provide strategic leadership to the strategic operational activities of the municipality	Number of uploads of the approved IDP review process Plan on the municipal website	Website upload printout	Target	Number	1	1	1	Achieved	None	Not applicable
				Budget							
Activity 2.1	To provide strategic leadership to the strategic operational activities of the municipality	Number of integrated Development Plan Community Representative forum held	Notices, attendance registers and minutes	Target	Number	0	4	1	Achieved	None	Not applicable
				Budget							
2.2	To provide strategic leadership to the strategic operational activities of the municipality	Number of draft Integrated Development Plan submitted to Council for adoption	Adopted draft Integrated Development Plan and a Council resolution	Target	Number	0	4	1		None	Not applicable
				Budget					Achieved		
2.3	To provide strategic leadership to the strategic operational activities of the municipality	Number of credible and legally complaint Integrated Development Plan submitted to Council for approval	Approved Integrated Development Plan and a council resolution	Target	Number	1	1	1	Achieved	None	Not applicable
				Budget							
2.4	To provide strategic leadership to the strategic operational activities of the municipality	Number of Integrated Development Plan Assessment reports	Provincial and Districts Assessment reports	Target	Number	4	4	4	Achieved	None	Not applicable
				Budget							
Activity 3.1	To provide strategic leadership to the strategic	Number of quarterly reports submitted to Council	Section 52 (d) (non- financial)	Target	Number	0	1	1	Achieved	None	Not applicable
				Budget							

	operational activities of the municipality		and Council resolution								
Activity 3.2	To provide strategic leadership to the strategic operational activities of the municipality	Number of annual performance reports submitted to Auditor General of South Africa	Draft Annual Report submitted to Auditor General of South Africa	Target Budget	Number	1	1	1	Partial	None	Not applicable
Activity 3.3	To provide strategic leadership to the strategic operational activities of the municipality	Number of performance Assessments reports	Signed Performance Assessments Reports	Target Budget	Number	1	1	1	Achieved	1	Management to assess the performance of senior managers as prescribed
3.4	To provide strategic leadership to the strategic operational activities of the municipality	Number of annual reports tabled to Council	Tabled annual Report and a Council Resolution	Target Budget	Number	1	1	1	Achieved	None	None
Activity 3.5	To provide strategic leadership to the strategic operational activities of the municipality	Number of annual reports tabled to Council for consideration	Council resolution	Target Budget	Number	1	1	1	Achieved	None	None
Activity 3.7	To provide strategic leadership to the strategic operational activities of the municipality	Number of Municipal Public Accounts Committee meetings held	Notices, attendance registers and minutes	Target Budget	Number	1	1	1	Achieved	None	Not applicable
Activity 3.8	To provide strategic leadership to the strategic operational activities of the municipality	Number of oversight reports adopted	Adopted Oversight Reports adopted by Council	Target Budget	Number	1	1	1	Achieved	None	Not applicable

Activity 4.2	To provide strategic leadership to the strategic operational activities of the municipality	Number of progress reports on the implementation of back to Basic 2 nd Phase Action Plan	Progress report and Council resolution	Target	Number	4	4	4	Achieved	None	Not applicable
	Internal Audit Unit										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress		Variance	Remedial steps taken/to be taken
Activity 1.1	Review and approve of the Internal Audit charter	Number of reviewed and approved internal Audit Unit Charter	Approved Internal Audit Unit Charter	Target	Number	1	1	1	Achieved	None	Not applicable
				Budget							
Activity 1.2	Review and approve of the Audit Committee Charter	Number of reviewed and approved internal Audit Charter	Approved Audit Committee Charter	Target	Number	1	1	1	Achieved	None	Not applicable
				Budget							
Activity 1.3	Review and Approve Internal Audit Strategic Plans	Number of approved internal Audit Strategic Plans	Approved internal Audit Strategic Plan	Target	Number	1	1	1	Achieved	None	Not applicable
				Budget							
Activity 1,4	Review and Approve of the Coverage Plan	Number of approved Coverage Plan	Approved Coverage Plan	Target	Number	1	1	1	Achieved	None	Not applicable
				Budget							
Activity 1.5	Drafting of covering letter on quarterly plans	Number of covering letters on quarterly plans drafted	Covering letters	Target	Number	4	4	4	Achieved	None	Not applicable
				Budget							
Activity 1.6	Implementation of the coverage plan	Number of progress reports in implementation of coverage Plan	Progress reports	Target	Number	4	4	4	Achieved	None	Not applicable
				Budget							
Activity 1.7	Review and approve Internal Audit Procedural Manual	Number of Internal Audit Procedural Manual reviewed and approved	Internal Audit Procedural Manual	Target	Number	1	1	1	Achieved	None	Not applicable
				Budget							

Activity 1.8	Review of the Quality Assurance and improvement Programme	Number of Quality Assurance and Improvement Programme reviewed	Quality Assurance and Improvement Programme	Target	Number	1	1	1	Achieved	None	Not applicable	
				Budget								
Activity 1.9	Compilation and submission of quarterly reports	Number of Quarterly audit reports compiled and submitted	Quarterly Audit Reports	Target	Number	4	4	4				
				Budget								
Activity 1.10	Compilation of follow-up reports	Number of follow-up audit reports	Follow-up Audit reports	Target	Number	2	2	2				
				Budget								
1.11	Compilation of Audit Committee Report	Number of reports submitted to Council	Audit Committee reports	Target	Number	4	4	1	1	1	1	
				Budget								
Activity 1.12	Mitigate identified risk	Number of risk registers updated	Internal Audit Unit Risk Register	Target	Number	1	1	1	Achieved	1	1	1
				Budget								
Activity 1.13	Compilation of Internal Audit Findings Control Registers	Number of Internal Audit Findings Control Registers compiled	Internal Audit Findings Control Registers	Target	Number	4	4	4	Achieved	1	1	1
				Budget								

Information Communication Technologies											
Planning level	Planning Statements	Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance	Remedial steps taken / to be taken
Activity1.1	Conduct Information Communication Technology Steering Committee	Number Information Communication Technology Steering Committee meeting held	Notice minutes and attendance registers	Target	Number	4	4	4	Not achieved	None	Management to take all steps to ensure functionality of the IT Steering Committee
				Budget							
			Security reports	Target	Number	4	4	4	Achieved	None	

Activity1.2	Production of security reports on the system	Number of security reports produced		Budget							Not applicable
Activity1.3	Email and internet maintenance reports	Number of reports produced	Maintenance reports	Target	Number	4	4	4	Achieved	None	Not applicable
				Budget							
Activity1.4	Review Information Communication Technology Security Policy	Number of Information Communication Technology Security Policy reviewed	Information Communication Technology Security Policy	Target	Number	4	4	4	Achieved	None	Not applicable
				Budget							
Activity 2,1	Renew disaster recovery licence	Number of licences reviewed	Licences Certificates	Target	Number	4	4	4	Achieved	None	Not applicable
				Budget							
Activity 2.2	Review MICROSOFT volume licence agreement renew	Number of MICROSOFT OFFICE 365 volume licence agreement renew	Licence Certificates	Target	Number	4	4	4	Partial	None	Not applicable
				Budget							
Activity 2.3	Renew Anti-malware and Anti Spyware	Number of Anti-malware and Anti Spyware licences reviewed	Licence certificates	Target	Number	4	4	4	Achieved	None	Not applicable
				Budget							
Activity 5.3	Reduction of internal and external audit finding	Percentage reduction of internal and external audit finding responded to and addressed	Response and Response register	Target	Percentage	100%	100%	100%	Achieved	None	Not applicable
				Budget							

	Communication Services
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Planning level	Planning Statements	Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance	Remedial steps taken/to be taken
Activity1.1	Review Communication Strategic Documents	Number of reviewed Communication Strategic documents	Approved Communication Strategic Documents	Target	Number	2	2	1	Partial	None	Not applicable
				Budget							
Activity 2.1	Conduct Communication Survey	Number of Communication Survey Conducted	Communication Survey Report	Target	Number	4	4	0		4	Management to appoint a Communications Manager
				Budget							
Activity 3.1	Enhance Media engagement	Number of scheduled interviews	Scheduled Interviews Media enquiries Media statements Announcements /Notices	Target	Number	4	4	8	Achieved	None	Not applicable
				Budget							
Activity 3.3	Enhance Media engagement	Number of Media Statements issued	Issued Media Statements	Target	Number	1	20	25	Achieved	None	Not applicable
				Budget							

RISK MANAGEMENT UNIT											
Planning level	Planning Statements	Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance	Remedial steps taken / to be taken
Activity1.1	Management of Risk Management Committee	Number of Reports to the Risk Management Committee	Quarterly Risk Management Reports	Target	Number	4	4	4	Achieved	None	Not applicable
				Budget							
				Target	Number	1	1	1		None	None

Activity 2.1	Facilitate enterprise wide risk assessment	Number of assessment report	Risk Assessment Report	Budget					Achieved		
Activity 3.1	Review and approve of Strategic Risk Management Documents	Number of Risk Management Documents Approved	Approved Strategic Risk Management Documents	Target	Number	5	5	5	Achieved	None	Not applicable
				Budget	Rands						

Local Economic Development											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress	KPI Achievement rate	Variance	Remedial steps taken / to be taken
	Providing effective Community Services and Promotion of Local Economy	Number of participants appointed through EPWP as per the provincial target	List of participants	Target	Number	228	228	228	Achieved	None	Not applicable
				Budget							
		Number of participants appointed through CWP	List of participants	Target	Number	1023	1023	1023	Achieved	None	Not applicable
				Budget							
		Number of LED projects supported by the Municipality in conjunction with SEDA offices	SEDA Register of projects	Target	Number	20	20	4	Not achieved	None	Not applicable
				Budget							
Activity 1.1	Providing effective Community	Number of activities accomplished	SMME's support register	Target:	Number	10	10	5	Achieved	None	Not applicable

	Services and Promotion of Local Economy	on the development of SMME's and Cooperatives		Budget							
Activity 1.2		Number of reports on informal Sector Development projects carried out	Informal sector's support register	Target:	Number	4	4	0	Not achieved	None	Management to appoint LED manager as a matter of agency
				Budget							
Activity 1.5		Number of reports on businesses issued with licences / permits	Business license register	Target:	Number	4	4	0	Not achieved	None	Management to appoint LED manager as a matter of agency
	Budget										
		Percentage response to internal & external audit addressed within timeframe	Internal audit report	Target	Percentage	100%	100%	100%	Achieved	None	Not applicable
				Budget							

CHAPTER 4: ORGANISATIONAL DEVELOPMENT PERFORMANCE

INTRODUCTION

While national government prioritises delivery of national imperatives and other policy objectives, the delivery of basic services to communities is the primary mandate of the local authority. Mantsopa Local Municipality believes that municipal human resources forms the bedrock upon which its operational foundation is built and the cornerstone upon which its present and future success is anchored. Human resources is the most valuable asset, when optimally utilized, motivated and developed. The municipality is aiming at fully optimise the potential of its workforce in order to enhance service delivery and to achieve the overall objectives as well as the organisational performance. Human resources is the primary investment source of the municipality through the human capital and endeavour to maintain its investment by sourcing relevant talent and developing it to capacitate the Municipality further.

COMPONENT A

INTRODUCTION TO MUNICIPAL PERSONNEL

EMPLOYEE TOTALS, VACANCIES AND TURNOVER

VACANCY RATE			
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	100
CFO	1	0	100
Other S56 Managers (excluding Finance Posts)	3	0	100
Senior Management: Level 1-3 (excluding Finance)	15	3	16,6
Senior management : Level 1-3 (Finance Posts)	5	3	20
Highly skilled supervision: Level 4-5 (excluding 'finance posts)	33	2	0,06
Highly skilled supervision (Finance post) Level 4-5	6	0	0
Highly skilled production (level 6-8)	28	0	0
Skilled production (level 9-11)	21	0	0
Production (level 12-14)	16	0	0
Production (Level 15-16)	197	5	0,02

VACANCY RATE

TURNOVER RATE

<i>Details</i>	<i>Total appointments</i>	<i>Total terminations</i>	<i>Turnover rate</i>
2017/2018	68	13	5,2
2016/2017	31	26	1,19
2015/2016	16	16	1

VACANCIES AND TURNOVER

Council approved the organisational structure to be on 31 May 2016, and identified the positions that needed to be filled. At the end of the 2017/2018 financial year, there were only two vacancies for Senior Managers, namely Director Community Services and Director Technical Services. Turnover were as a result of natural attrition due to deaths; retirement and ending employment contracts.

7. Vacancy Rate

The municipality strives to fill vacant positions within three months once they are vacant. The process might be a little longer due to unforeseen circumstances. In terms of recruitment the municipality advertises vacant positions both internally and externally with the criteria being consistent in both cases. The retention of skilled and experienced workers is an arduous task, which needs planning, time, financial resources and physical resources. There is high vacancy rate experienced in the technical department due to attrition, death, etc. It is of course still a challenge for the municipality to attract scarce resource and skilled personnel due to the size and geographical area of the municipality. According to the Municipal Staff Establishment Rate there are 331 Existing Posts and 400 Proposed Post with a Difference of 59 Post, thus a vacancy rate of 0,82%.

MUNICIPAL PERSONNEL

EMPLOYEE TOTALS, VACANCIES AND TURNOVER

EMPLOYEES						
DESCRIPTION	2016/2017	2017/2018				
	Employees No.	No of Employees	Approved Posts No	Employees No.	Vacancies No.	Vacancies %

MM's office	20	17	22	17	2	0.11
Finance Department	40	33	52	33	3	0.09
Corporate Services	24	24	27	24	4	0.16
Community Service	100	96	144	96	1	0.01
Technical Services	119	161	155	161	5	0.03
TOTALS	303	331	400	286	15	0.04
Employee and approved positions are as at 30 June 2018 as per the approved organogram						

COMPONENT B MANAGING THE MUNICIPAL WORKFORCE

MSA 32 of 2000: Section 67 oblige municipalities to develop and adopt appropriate systems and processes to ensure fair, efficient, effective and transparent personnel administration in accordance with applicable laws (Constitution and Employment Equity Act etc)

No	FUNCTIONS
1. OFFICE OF THE MUNICIPAL MANAGER	
1.1	Internal Audit
1.2	Integrated Development Planning
1.3	Performance Management
1.4	Communications
1.5	Local Economic Development and Tourism
2. DEPARTMENT OF CORPORATE SERVICES	
2.1	Human Resource Management
2.2	Administration, Council and Sound Governance

2.3	Employment Equity and Skills development
2.3	Legal services
2.4 TRAINING INTERVENTIONS BY THE SKILLS DEVELOPMENT WITHIN HR DIVISION	
2.4.1	Local Government Accounting
2.4.2	Local Government Advanced Accounting
2.4.3	Municipal Finance Management Program
2.4.4	SAICA/Deloitte Municipalities Finance
2.4.5	Water & Waste Water Process Controller
2.4.6	Environmental Practice
3. DEPARTMENT OF TECHNICAL SERVICES	
3.1	Infrastructure Planning and Development
3.2	Water and Sanitation Provision
3.3	Solid Waste Management
3.4	Municipal Infrastructure Grant (MIG) funding
3.5	Technical Support
3.6	Infrastructure Operations and Maintenance
3.7	Electrical Services
4. DEPARTMENT OF COMMUNITY SERVICES	
4.1	Fire & Disaster Management Services
4.2	Waste management Services
4.3	Social Development Services
4.4	Development Planning
4.5	Geographic Information Services
5. DEPARTMENT OF FINANCIAL SERVICES	

5.1	Budgeting and Reporting
5.2	Income Control
5.3	Expenditure Control
5.4	Supply Chain Management

HR POLICIES AND PLANS

No	Name of Policy	Completed %	Reviewed date	Date adopted by Council
1	Human Resource Policy	100		29/05/2015
2	Sexual Harassments			27/06/2013
3.	HIV & AIDS			27/06/2013
4	Induction policy			27/06/2013
5	ICT Governance Charter			27/06/2013
6	ICT Steering Committee			27/06/2013
7	EPWP			26/02/2017
8	Land policy			9/11/2012
9	Recruitment and Selection policy			26/05/2015
10	Job Evaluation policy			26/05/2015
11	ICT Security policy			26/05/2015

12	Internet and E-mail use policy			26/05/2015
13	ICT change management procedure			26/05/2015
14	Information and Communication Technology framework			26/05/2015
15	Budget policy			29/05/2017
16	Indigent policy			29/05/2017
17	Tariff policy			29/05/2017
18	Property Rates policy			29/05/2017
19	Subsistence and travelling			31/05/2017
20	Credit Control and Debt collection policy			29/05/2017
21	Cash management and investment policy			29/05/2017

INJURY ON DUTY			
TYPE OF INJURY	INJURY LEAVE TAKEN	EMPLOYEES USING SICK LEAVE	Average injury per employee
Basic medical attention	0	0	
Temporary / total disablement	2	0	
Fatal injury	0	0	
Total	2	0	

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

MSA: s68(1) require municipalities to develop its own human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way in accordance with Skills Development Act, 1998 and Skill Development Levies Act, 1999

Financial Competency Development

FINANCIAL COMPETENCY DEVELOPMENT: PROGRESS REPORT				
	Total number of officials employed by municipality (Regulation 14(4)(a) & (c))	Competency assessment completed (Regulation 14(4)(b) & (d))	Total number of officials whose performance agreements comply with regulation 16 (regulation 14(4)(f))	Total number of employees who meet prescribed level of competency levels (Regulation 14(4)(e))

DESCRIPTION				
Financial officials			8	8
Accounting Officer			1	1
Chief financial officer			1	1
Directors			2	2
Other officials			12	12
Supply chain manager			0	0
TOTAL			24	24
<i>*This is statutory report under the National Treasury: Local Government: Competency regulation (June 2007)</i>				

The following training was also undertaken during 2017/2018:

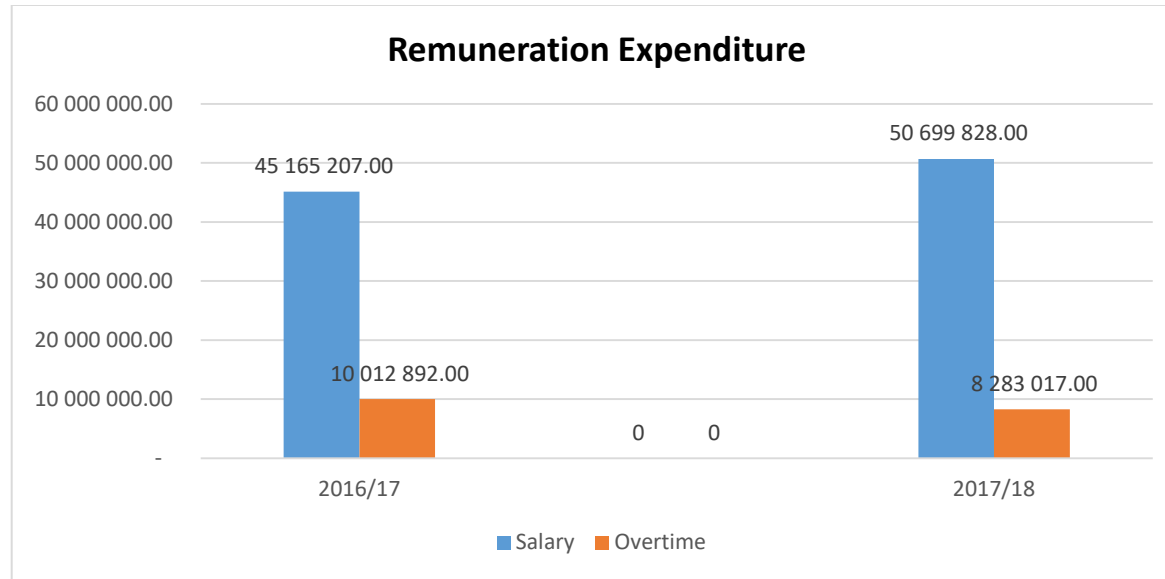
NAME OF TRAINING	18.1/2	NUMBER OF LEANERS	18.1/2	NUMBER OF LEANERS
WIL			18.2	22
Finance interns			18.2	5
Professional driving learnership			18.2	30
University Graduate Interns			18.2	9
NARYSEC learnership			18.2	12
Plumbing	18.1	19		
AET	18.1	23		
MFMP (Incomplete)	18.1	16		
IIA	18.1	2		
Electricity	18.1	3		
Public Finance and Management and Administration	18.1	3		
TOTAL NUMBER OF LEANERS		66		78

COMPONENT D: MANAGING WORKFORCE EXPENDITURE

The municipality is under constant pressure to ensure that the workforce expenditure is managed with the approved budget and National Treasury benchmarks. Where feasible vacancies, which arise from turnover, is filled based on the assessment of the continued need for the post and operational requirements.

EMPLOYEE EXPENDITURE

COMMENT ON WORKFORCE EXPENDITURE



The salary trends have been that over the years overtime has been paid for work performed by employees over and above normal working hours, the high overtime amount was a serious concern, however understandable due to ailing infrastructure and limited resources, efforts were made to reduce overtime and have decreased by 16 % in the 2017/18 financial year.

Number of employees whose salaries were increased

NUMBER OF EMPLOYEES WHOSE SALARIES WERE INCREASED TO THEIR POSITIONS BEING UPGRADED		
Beneficiaries	Gender	Total
MM and S 56	Female	0
	Male	1
Senior Management (Levels 1–3)	Female	1
	Male	1
Highly skilled supervision (Levels 4–5)	Female	0
	Male (X)	3
Highly skilled production (Levels 6-8)	Female	0
	Male (X)	0
TOTAL		5
<p>Those with disability will be shown in brackets '(x)' in the total column on each category of beneficiaries at the right hand side of the column as illustrated.</p>		

EMPLOYEES WHOSE SALARY LEVELS EXCEED GRADING

EMPLOYEE WHOSE SALARY LEVEL EXCEED THE GRADE DETERMINED BY SALGA AS A BASELINE			
Occupation	Number of employees	Remuneration level	Reasons for deviation
	0	0	

EMPLOYEES APPOINTED ON POSTS NOT APPROVED

EMPLOYEES APPOINTED ON POSTS NOT APPROVED				
DEPARTMENT	LEVEL	DATE OF APPOINTMENT	No. appointed	Reasons for appointments when no established post exist
Corporate Services	1 & 4	01/12/2017	2	
Technical services	3	01/10/2017	1	

8. Organisational Structure

The organizational structure of the municipality including all vacancies in one way or the other does not meet the institutional need and is heavy for the municipality in terms of the number of employees and the salary bill, which exceeds the stipulated threshold. The number of vacancies does not inspire confidence in the current employees, it creates the perception of being understaffed and overloaded with work. Thus an organizational work study needs to be conducted to clear the salary disparities.

Furthermore, the organizational structure as it stands currently is not congruent to the IDP and therefore does not assist the municipality in terms of responding to service delivery needs in an effective and efficient manner. As such it must be reviewed to ensure that it is consistent with the provisions of Section 51 of the Municipal Systems Act and the principles contained in the Human Resource Strategy; to give effect to the Municipality's Integrated Development Plan and strategic objectives; and in accordance with appropriate and universal principles of organizational design.