Moretele Local Municiaplity

2014/2015 Annual Report

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2015

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PART I

NON-FINANCIAL REPORTING

Chapter 1

FOREWORDS AND EXECUTIVE SUMMARY

1.1 MAYOR'S FOREWORD

MAYOR'S FOREWORD

I am pleased to present Moretele Local Municipality's 2014/15 Annual Report, covering the period 1 July 2014 to 30 June 2015. This Report tracks the Municipality's operational performance in the context of the priorities reflected in its approved 2014/15 Integrated Development Plan and 2014/15 Service Delivery and Budget Implementation Plan.

This Annual Report presents to our communities our successes and challenges during the review year, in the context of the Municipality's strategic objectives and in this, our fourth year of the implementation of our current five year Integrated Development Plan (2011 – 2016).

The Municipality continues to prioritise the needs of our communities. We are committed to redress and to the transformation of our previously disadvantaged and neglected areas. Like all South African municipalities, Moretele Local Municipality faces challenges of unemployment, poverty and inequality.

In this regard, the institution continues to prioritise job creation and creating conditions conducive for investments. Over the review period, the Municipality created 2 206 full-time equivalent jobs and excelled at creating 6 913 work opportunities, in terms of the Expanded Public Works Programme. In terms of poverty eradication, the Municipality supports 85 022 qualifying households with free basic services (water and sanitation, electricity, refuse removal and rates rebate).

While significant challenges, primarily related to the eradication of housing and infrastructural backlogs and water shortage still confront our Municipality, I am pleased to report that we are making progress in the delivery of the objectives stated in our Integrated Development Plan.

Over the review period, the institution made progress in revitalising its Ward Committee System, which is a vital prerequisite for full public participation in the planning and decision-making processes of Local Government. The Ward Committee System represents democracy in action and we are heartened by this development. The induction of Ward Committees through Tsetsepela Program has been treated as a priority, to ensure that the Ward Committee System is fully operational.

Oversight in Council processes is key in ensuring that the institution is transparent and accountable and in strengthening the trust of our communities in the institution as an effective service delivery arm of government.

A spectrum of Committee structures exists to fulfil this oversight and monitoring function on behalf of Council, such as the fully functional multi-party Municipal Public Accounts Committee; the Audit Committee; and the Budget

Performance Monitoring Committee

It is not often sufficiently acknowledged that Moretele Local Municipality has been one of the performing in South Africa in delivering a "social package" and bulk infrastructure networks. However, investments in infrastructure maintenance and economic infrastructure are now urgently needed. These and other challenges are facing us as we continue along the road of expanding and accelerating service delivery to our communities. It is clear that we need to increase the pace of delivery.

I would like to take this opportunity to pay homage to PR Councillor Mmapula Setlhare of Ward 1 and Ward Councillor, Councillor D. Mabasa who passed away over the review period. They were true servant to the people and are sorely missed.

The accomplishments reflected in this Annual Report are the result of the combined efforts of the political leadership, administrative management and all municipal officials, many of whom spend long hours and make many sacrifices to ensure that our residents and communities' service delivery needs are met.

_____

COUNCILLOR J S LEHARI
MAYOR

2 MUNICIPAL MANAGERS FOREWORD

I hereby present the most important report in the municipal reporting cycle, the 2014/2015 Annual Report. This marks the most challenging year since the commencement of my term of office. One word that best describes the manner in which management discharged its duties it has to be "sustainability". We were faced with the challenge of sustaining the best practices implemented in the previous year in order to improve on the good results from that particular financial year.

Moretele Local Municipality performs about 70% optimally of the total functions and powers delegated to us in terms of Section 155/156 of the Constitution and Chapter 3 of the MSA.

The municipality finally managed to dissolve Moretele Development Agency, which was the only entity related to MLM. This was a significant move which resulted in all developmental initiatives being coordinated from one unit which subsequently improves efficiency.

Having started the financial year on a "clean" slate with regards to the AG`s opinion was more of a challenge than an advantage. It proved to be bigger task to maintain an improved audit opinion than to move from a disclaimer. I am however confident that we will once again rise to the occasion by once again improving on the qualification that we got. The main focus for this particular financial year was improving compliance and producing more credible none-financial reports.

In an effort to fast track the delivery of basic services, unorthodox initiatives were required. Our response to the challenge was to apply for bridging finance with the Development Bank of South Africa. This loan will enable us to deliver a five year infrastructure development plan over two calendar years throughout all 28 wards. This innovative approach is one example of corporative governance in full swing.

In order to ensure continuity and stability, the management team was kept as is without any changes. To further capacitate this team, they have all enrolled to meet minimum competency levels as prescribed by Treasury. This is in line with the institutional development key performance area and will ensure that the systems in place are implemented by an adequately qualified team.

T S R Nkhumise
Municipal Manager

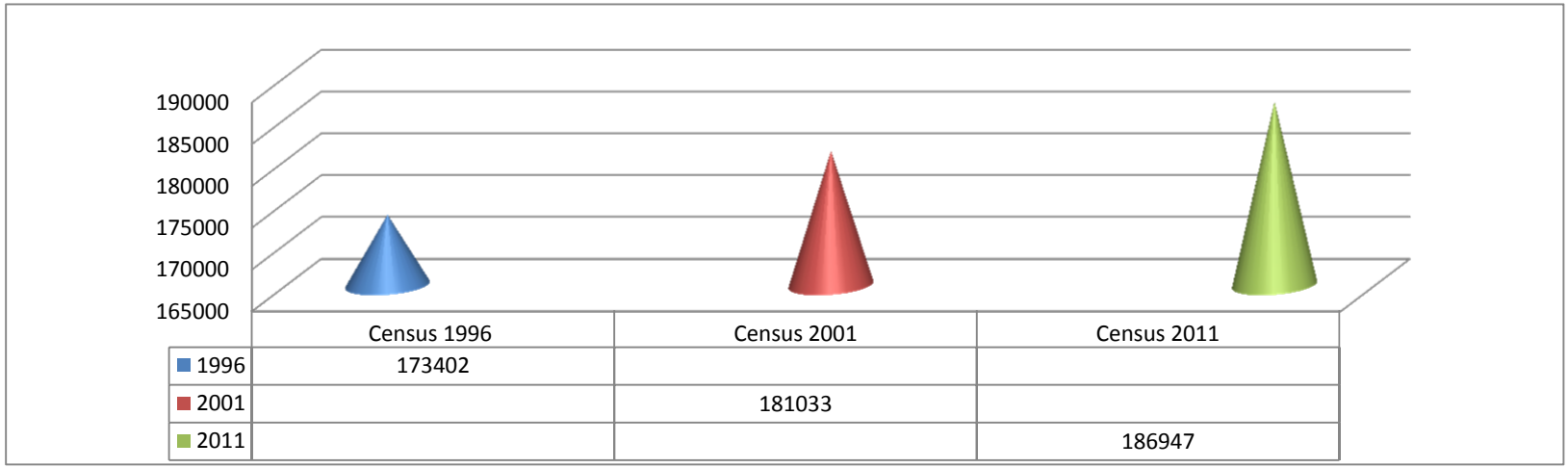
1.3 OVERVIEW OF MUNICIPALITY/ENTITY

1.3.1 Vision and Mission

1.3.2 Municipal functions, population and geographical overview

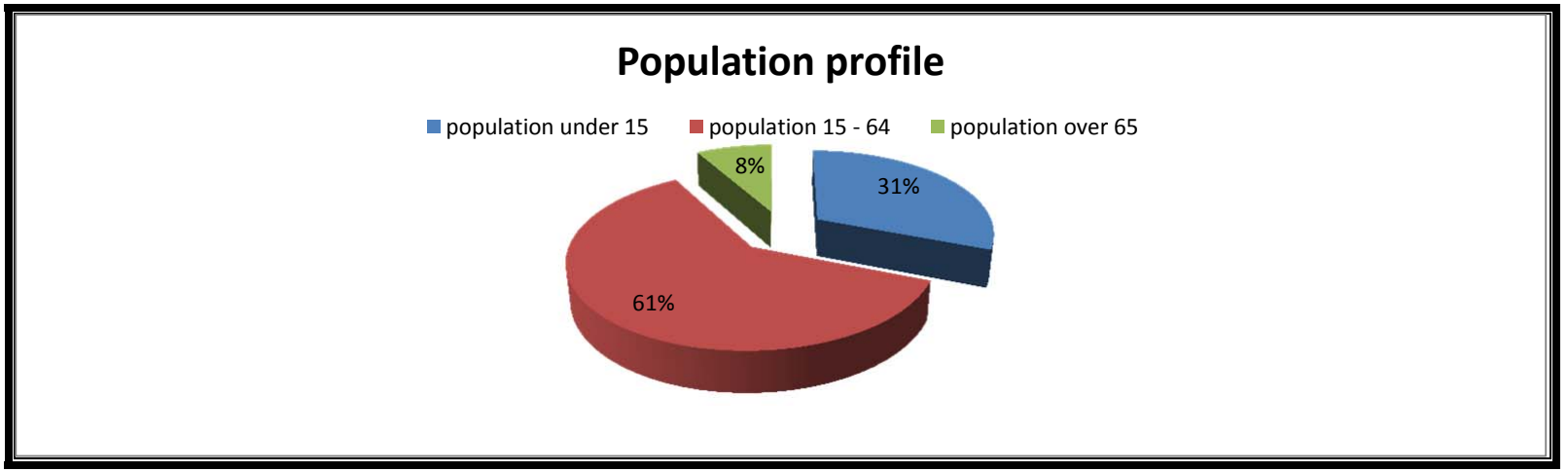
(a) Population

The Moretele Local Municipality has a total population of 186 947, highly rural with 88% of the population residing in traditional areas, about 7,4% residing in urban areas and about 3% residing on smallholdings. Black Africans constitute 99,4% of the Moretele Local Municipality's population.

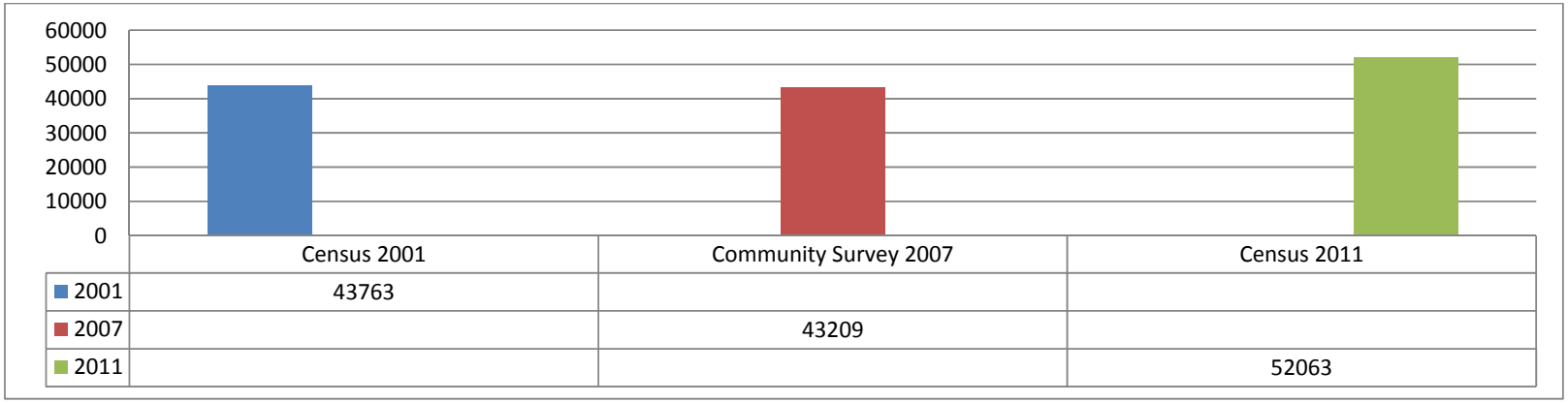


The most commonly spoken or dominating language is Setswana. More than half of the population (51%) is female At age 85 and older, there were more than twice as many women as men. People under 15 years of age made up over a quarter of the population (30,9%), people aged between 15 and 64 constitute more than half of the population (60,9%) and people aged 65 and older made up 8,2% of the population (Source: Census 2011).

ii. Population profile



(b) Households



Source: Census 2011

(c) Socio-economic status

Unemployment rate	Youth unemployment rate	Dependency ratio per 100 (age 15 – 64)	Education (aged 20+)		
			No schooling	Matric	Higher education
45,9%	57,2%	64,2	9,1%	27,2%	4,6%
Source: Census 2011 Municipal Fact Sheet, published by Statistics South Africa					

(d) Geographical information

Moretele is a local municipality in the Bojanala Platinum District Municipality of the North West Province of South Africa. The municipality was established in 2000 and it covers an area of 1 378,7km^2. It is located strategically to join four provinces namely Gauteng, North West, Limpopo and Mpumalanga.

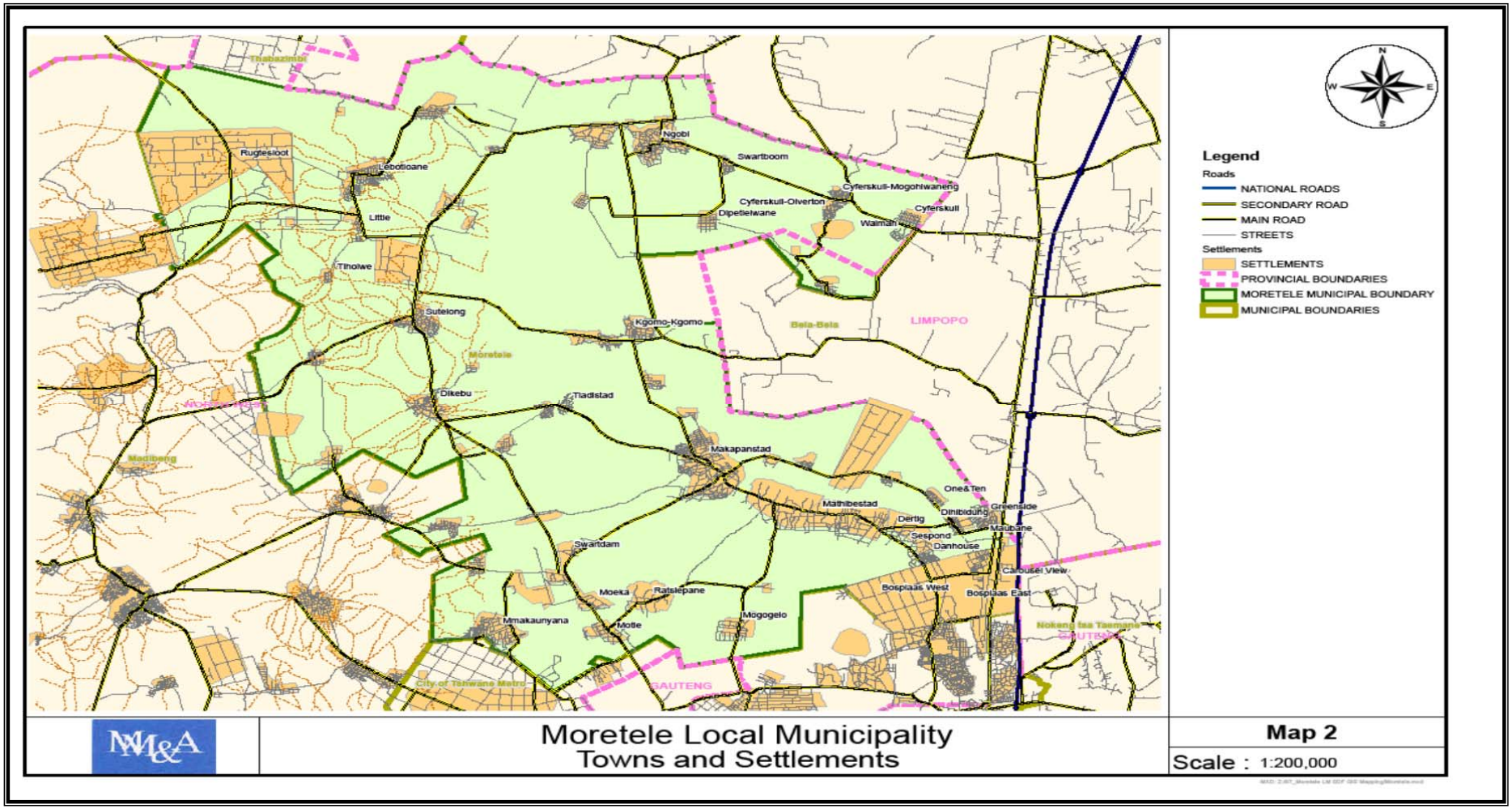
(e) Wards

The Municipality is structured into 28 wards as follows

Ward	Councilor
1	M.M. Bhiya
2	O Mashabane
3	M.A. Monaheng
4	M.E. Songola
5	S Matlou
6	P.S. Letlhabi
7	M.N. Kgoele

Ward	Councilor
8	K.J. Golele
9	R.D. Mabasa(Deseased) By-election held in July 2015
10	P. Moloisane
11	R.J. Mosupye
12	L.K. Mokadi
13	M.M. Moetji
14	M.S. Semenya
15	J. Makhubela
16	M.M. Rambawa
17	M.B. Maluleka
18	P.S. Mabatle
19	K.R. Mokondo
20	M.E. Mosipa
21	M.L. Maimane
22	M.M. Lehele
23	J.R. Hlongwane
24	B.M. Mangena
25	M.E. Molobi
26	K.O. Moraka
27	T.L. Sekhaolela
28	J.S Lehari

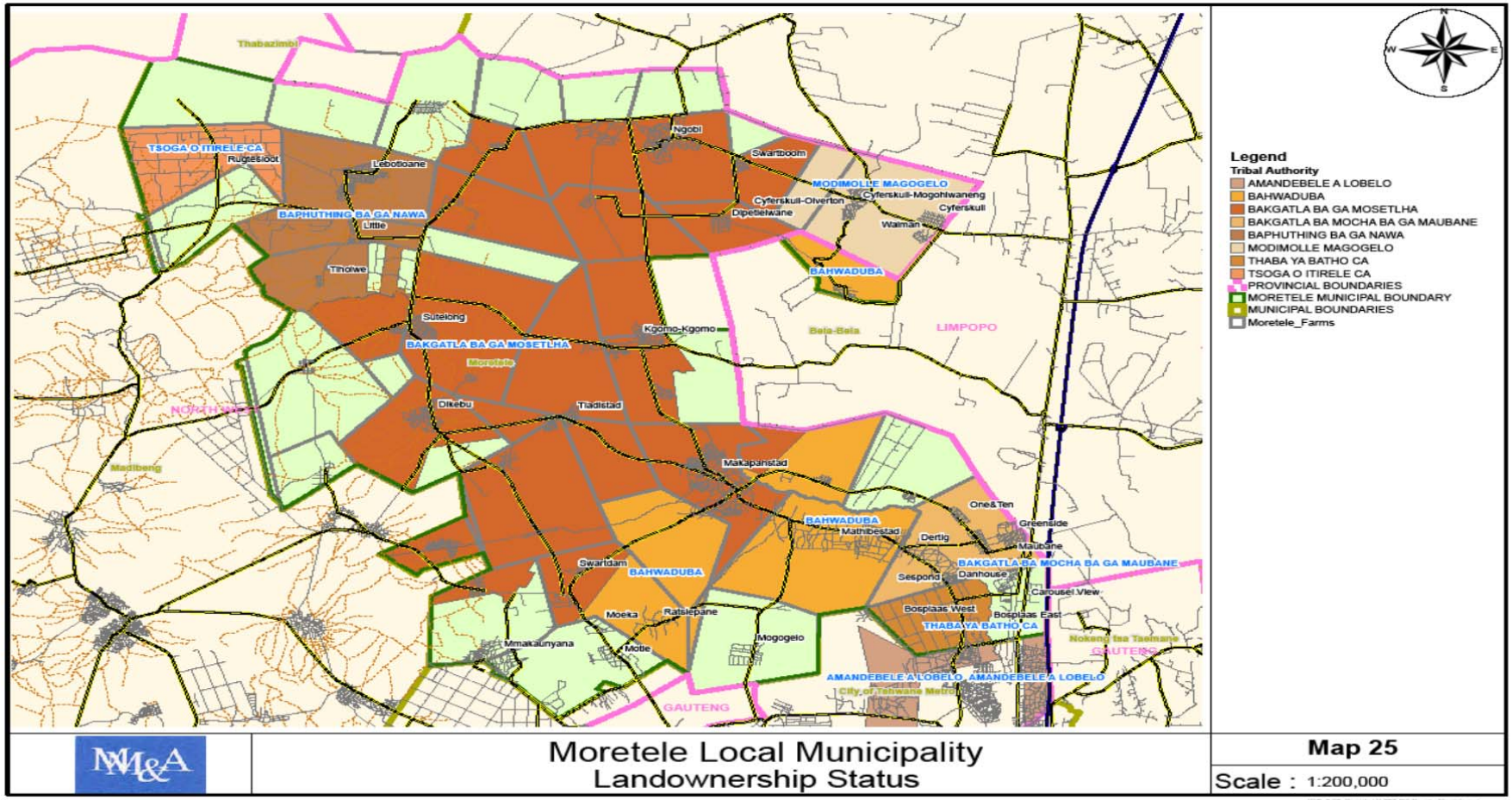
Locality Map



Traditional Leadership

A vast majority of land as depicted in the Map below is under the 4 Traditional Councils found in the Municipal area under the following traditional councils –

	Traditional Council	**Traditional Leader**	**Seat of Council**
1.	Bahwaduba Traditional Council	Hon Kgosi Mathibe	Mathibesatad
2.	Bakgatla Ba Mosetlha Traditional Council	Hon kgosi Makapan	Makapanstad
3.	Bakgatla Ba Mocha Traditional Council	Hon Kgosi Maubane	Maubane
4.	Baphuthing Ba Ga Nawa Traditional Council	Hon Kgosi Nawa	Lebotloane



Moretele Local Municipality
Landownership Status

Map 25

Scale : 1:200,000

1.3.3 Key economic activities

(Tourism, agriculture, mining, etc)

Key economic activities	Description
Crop Framing	Vegetables,Herbs,Maize Meal,Sunflower
Cattle Farming	Cattle trading
Chicken Farming	Chicken trading,Egg production & Chicken production
Goat Farming	Trading
Carousel Hotel	Entertainment & accommodation
Samuvash	Accomodation
Mining	Extraction of sands

1.3.4 Proportion of households with access to basic services

Description of basic service	Percentage access
Flush toilets connected to sewerage	4,4
Weekly refuse removal	1,0
Piped water inside dwelling	9,0
Electricity lighting	94
Source: Census 2011 Municipal Fact Sheet, published by Statistics South Africa	

2.2 Performance Highlights – Good Governance and Public Participation

Table Good Governance and Public Participation Performance Highlights

Highlight	Description
Trainning of Ward Committees	Yes
Imbizos	Yes
Ward committee secretaries forum	No
Best public participation municipality in the province	No
Ward and public meetings itinerary	Yes
Stipend	Yes
Staff	Yes

1.3.5 National key performance indicators – Municipal Financial Viability and Management (Ratios)

The table below indicates the municipality's performance in term of the **National Key Performance Indicators** required in terms of the Local Government: Municipal Planning and Performance Management Regulations of 2001 and section 43 of the MSA. These key performance indicators are linked to the **National Key Performance Area** namely **Municipal Financial Viability and Management**.

Table National KPIs for financial viability and management

Description	Basis of calculation	2013/14	2014/2015
		Audited outcome	Audited outcome
Cost Coverage	(Available cash + Investments)/monthly fixed operational expenditure	20 485 700/(316 493 832/12)= 0.78	
Total Outstanding Service Debtors to Revenue	Total Outstanding Service Debtors / annual revenue received for services	99, 955,161/44 209 110 =2.26	
Debt coverage	(Total Operating Revenue – Operating Grants)/Debt service payments due within financial year	350 925 225-298 345 686 /13 211,905 =3,98	

1.3.6 Organisational development overview

1.3.6.1 Municipal transformation and organisational development highlights

Table Municipal transformation and organisational development highlights

Highlights	Description
Critical senior (s.56/57) managers positions all filled	All the top management positions in terms of s.77 of the municipality have been appointed, which includes the accounting officer (Municipal Manager), Chief Financial Officer and the Directors of the different departments.
Council approved the establishment of a Records Management Unit	The Records Manager position has been filled on an acting areangement.
Local Labour Forum has been established and is fully functional	Monthly Management and Union meetings itinerary is in place

1.3.6.2 Municipal transformation and organisational development challenges

Table Municipal transformation and organisational development challenges

Challenge	Actions to address challenge
Lack of relevant skills amongst staff	Internal skills audit amongst all employees conducted and skills gap identified, with the result that managers and senior managers and directors enrolled on various training programmes
Organisational design do not enhance service delivery	Organizational redesign commenced with HR as a pilot project and to be rolled out to other departments to reconcile positions with service delivery
Many policies are not in place	Council approved the development and review of all outstanding policies and the agreed to date for such policies is tentatively

1.3.7 Auditor General Report

Table Audited outcomes over past financial years

Unqualified	Qualified	Adverse	Disclaimer

Year	Audit Outcome	
2008/2009	Disclaimer	
2009/2010	Disclaimer	
2010/2011	Disclaimer	
2011/2012	Disclaimer	
2012/2013	Disclaimer	
2013/2014	Qualified	
2014/2015	Pending	

1.3.8 2014/15 IDP/Budget Process

Activity	Responsible person	Dates	Budget
Approval of the Process Plan	Mayor and Council	08.09.2015	
IDP Ward based Consultations	Mayor and Speaker	14.09/02.112.2013	
Tabling of the Draft IDP and Budget	Mayor and Council	27.03.2014	
Final Approval	Mayor and Council	30.05.2014	R422,000.00

Chapter 2

GOVERNANCE

INTRODUCTION

Good governance has eight major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and follows the rule of law. It assures that corruption is minimised, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

2.1 National key Performance Indicators – Good Governance and Public Participation

The following table indicates the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local government: Municipal Planning and Performance Management Regulations of 2001 and section 43 of the MSA. This key performance indicator is linked to the National Key Performance Area: Good Governance and Public Participation.

Table National KPIs - Good Governance and Public Participation Performance

KPA & Indicator	Municipal Achievement
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 IDP (after roll over projects)	**2014/2015**

2.2 Performance Highlights – Good Governance and Public Participation

Table Good Governance and Public Participation Performance Highlights

Highlight	Description
Trainning of Ward Committees	Yes
Imbizos	Yes
Ward committee secretaries forum	No
Best public participation municipality in the province	No
Ward and public meetings itinerary	Yes
Stipend	Yes
Staff	Yes

2.3 Challenges – Good Governance and Public Participation

Table Good Governance and Public Participation Challenges

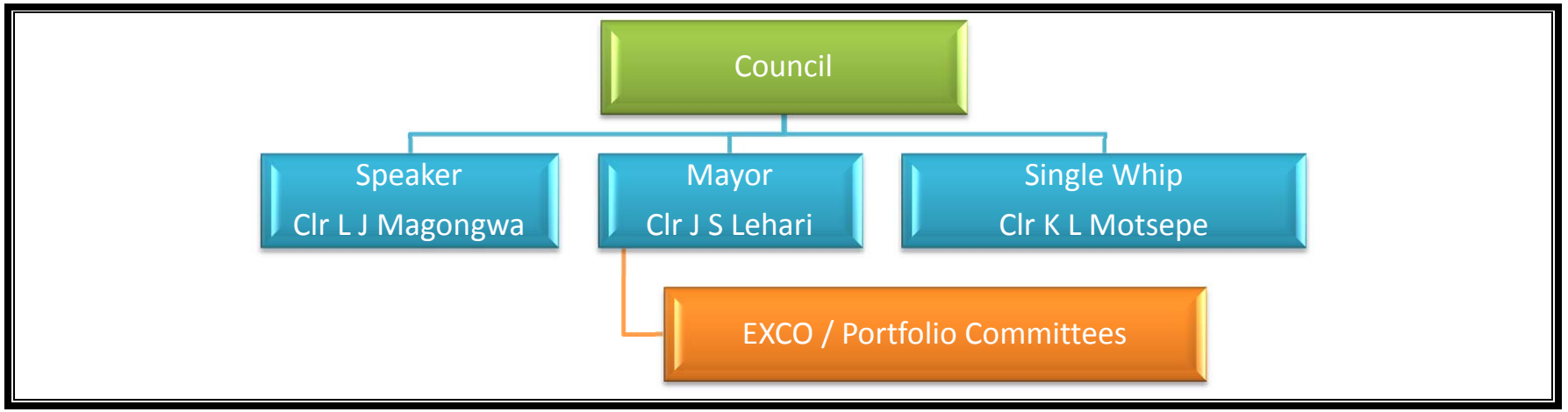
Challenge	Actions to address challenge
Office space	Lack of sufficient offices to accommodate employees
Ward Committee secretaries forum	Ward Committee secretaries meet regularly
Ward and Public meetings itenerary	All ward managed to hold their meetings on time and successfully

Challenge	Actions to address challenge
Staff	Records unit has been established with clerks and acting manager appointed.Municipal traffic is also established.PMS Practitioner and PMS Coordinator also appointed in the IDP/PMS Unit.
Councillors	Councillors enrolled on a program in Municipal Governance with the University of Pretoria

COMPONENT A: GOVERNANCE STRUCTURES

2.4 Political governance structure

The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the executive Mayor, and the Mayoral Committee. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision-makers, councillors are also actively involved in community work and the various social programmes in the municipal area.



2.4.1 Council

Below is a table that categorised the councillors within their specific political parties and wards for the 2014/2015 financial year.

Councillor	Capacity	Political party	Proportional or Ward representation	Percentage of Council meetings attended %
K.L. Motsepe	Councillor	ANC	Proportional	
M.E. Setlhare	Councillor	ANC	Proportional	
J.M. Makwela	Councillor	ANC	Proportional	
E.G. Mboweni	Councillor	ANC	Proportional	
B.W. Baloyi	Councillor	ANC	Proportional	
D.M. Mabika	Councillor	ANC	Proportional	
K.J. Molefe	Councillor	ANC	Proportional	
S. Mathato	Councillor	ANC	Proportional	
M.T. Rampou	Councillor	ANC	Proportional	
G.M. Makhathulela	Councillor	ANC	Proportional	
R.H. Matheba	Councillor	ANC	Proportional	
R.M. Letebele	Councillor	ANC	Proportional	
D.M. Makgamatho	Councillor	ANC	Proportional	
N.K. Mleta	Councillor	ANC	Proportional	
L.J. Magongwa	Councillor	ANC	Proportional	
M.P. Makhudu	Councillor	ANC	Proportional	
M.A. Ramadi	Councillor	ANC	Proportional	
M.J. Kau	Councillor	ANC	Proportional	
D.N. Seemela	Councillor	ANC	Proportional	
M.M. Bhiya	Ward Councillor	ANC	Ward 1	
O Mashabane	Ward Councillor	ANC	Ward 2	**80%**
M.A. Monaheng	Ward Councillor	ANC	Ward 3	
M.E. Songola	Ward Councillor	ANC	Ward 4	
S Matlou	Ward Councillor	ANC	Ward 5	
P.S. Letlhabi	Ward Councillor	ANC	Ward 6	
M.N. Kgoele	Ward Councillor	ANC	Ward 7	
K.J. Golele	Ward Councillor	ANC	Ward 8	
R.D. Mabasa(Deseased)	Ward Councillor	ANC	Ward 9	
P. Moloisane	Ward Councillor	ANC	Ward 10	
R.J. Mosupye	Ward Councillor	NFP	Ward 11	
L.K. Mokadi	Ward Councillor	ANC	Ward 12	
M.M. Moetji	Ward Councillor	ANC	Ward 13	
M.S. Semenya	Ward Councillor	ANC	Ward 14	
J. Makhubela	Ward Councillor	ANC	Ward 15	
M.M. Rambawa	Ward Councillor	ANC	Ward 16	
M.B. Maluleka	Ward Councillor	ANC	Ward 17	
P.S. Mabatle	Ward Councillor	ANC	Ward 18	
K.R. Mokondo	Ward Councillor	ANC	Ward 19	
M.E. Mosipa	Ward Councillor	ANC	Ward 20	
M.L. Maimane	Ward Councillor	ANC	Ward 21	
M.M. Lehele	Ward Councillor	ANC	Ward 22	
J.R. Hlongwane	Ward Councillor	ANC	Ward 23	
B.M. Mangena	Ward Councillor	ANC	Ward 24	
M.E. Molobi	Ward Councillor	ANC	Ward 25	
K.O. Moraka	Ward Councillor	ANC	Ward 26	
T.L. Sekhaolela	Ward Councillor	ANC	Ward 27	
J.S Lehari	Ward Councillor	ANC	Ward 28	
P Mabena	Councillor	APC	Proportional	
S Chauke	Councillor	APC	Proportional	
T. Ngobeni	Councillor	COPE	Proportional	
D.B.S. Mbekwa	Councillor	DA	Proportional	

Councillor	Capacity	Political party	Proportional or Ward representation	Percentage of Council meetings attended %
M.A. Mogale	Councillor	DA	Proportional	
D.D. Sankoane	Councillor	DA	Proportional	
M.E. Motselele	Councillor	PAC	Proportional	

2.4.2 Executive Committee

The Mayor of the Municipality, Councillor **Jonas Sello Lehari** assisted by the Executive Committee, heads the executive arm of the Municipality. The Mayor is at the centre of the system of governance, since powers are vested in the mayor to manage the day-to-day affairs of the municipality. This means that the mayor has an overarching strategic and political responsibility. Although accountable for the strategic direction and performance of the Municipality, the mayor operates in collaboration with the executive committee, committees of council and accounts to Council.

The names and portfolios of each Member of the Executive Committee is listed in the table below for the period 1 July 2014 to 30 June 2015.

Name of member	Capacity
S J Lehari	Mayor
L J Magongwa	Speaker
K L Motsepe	Single Whip
LT Sekhaolela	Chairperson of Infrastructure Development Services
M.P Makhudu	Chairperson of Community Development services
A M Monaheng	Chairperson of Budget and Treasury
K J Molefe	Chairperson of Local Economic Development
N K Mleta	Chairperson of Sports, Arts, Culture, Recreation and Libraries
M J Makwela	Chairperson of Human Resources and Corporate Services
M G Mboweni	Chairperson of Special Projects Portfolio
L Letebele	Chairperson of IDP/PMS
M B Mangena	Chairperson of land-use and Traditional Affairs
M.J Kau	Chairperson MPAC

2.4.3 Portfolio Committees

Portfolio Committees are section 80 committees (i.t.o. the MStrA) which mean that they are permanent committees of Council that specialise in a specific functional area of the Municipality and may in some instances make decisions on specific functional issues. They **advise** the executive committee on policy matters and make **recommendations** to Council.

The portfolio committees for the current Executive term and their Chairpersons are indicated in the table below.

Committee	Chairperson	Type of Committee	Number of items submitted to Council	Meeting dates

Committee	Chairperson	Type of Committee	Number of items submitted to Council	Meeting dates
Portfolio Committee: Finance	A Monaheng	s.80	10	09 July 2015 13 August 2014 17 September 2014 14 October 2014 27 November 2014 27 January 2015 23 February 2015 13 March 2015 15 April 2015 20 May 2015
Portfolio Committee: HR & Corporate Services	M Makwela	s.80		
Portfolio Committee: Infrastructure Development Services	L Sekhaolela	s.80		22 September 2015 21 January 2015 12 March 2015 18 June 2015
Portfolio Committee: IDP & PMS	L Letebele	s.80		31 uly 2014 4 Aug 2014 24 March 2015 12 May 2015 21 May 2015
Portfolio Committee: Sports, Arts & Culture	N K Mleta	s.80		
Portfolio Committee: LED	J Molefe	s.80		
Portfolio Committee: Special Projects	G Mboweni	s.80	12	22/08/2014 18/09/2014 09/03/2015 18/06/2015
Portfolio Committee: Land Use & Traditional Affairs	B Mangena	s.80		
Portfolio Committee: Social Development Services	M P Makhudu	s.80		

Committee	Chairperson	Type of Committee	Number of items submitted to Council	Meeting dates
Portfolio:MPAC	M J Kau		05	09 July 2014 14 July 2014 17 July 2014 09 August 2014
				26 August 2014 05 February 2015 19 February 205 22 February 2015 10 March 2015 13 March 2015 14 March 2015 10 April 2015 13 April 2015 15 April 2015 16 April 2015 17 April 2015 21 April2015 08 May 2015 30 June 2015

2.5 Administrative governance structure

In terms of section 60 of the MFMA the Municipal Manager is the Accounting Officer of the Municipality. The Municipal Manager is the head of the administration, and serves primarily as the chief custodian of service delivery and implementation of political priorities. The Municipal Manager is assisted by the section 57 managers (MSA), which constitute the Management Team.The administrative governance structure is outlined in the table below.

Name of official	Position & Department	Performance agreements signed
		Yes/No
Mr T S R Nkhumise	Municipal Manager	**Yes**
Mrs N M Rampedi	CFO – Budget & Treasury Office	**Yes**
Mr T J Matshabe	Director: HR & Corporate Services	**Yes**
Mr S Makwela	Director: Technical Services	**Yes**
Ms G R Ramorule	Director: Local Economic Development	**Yes**
Mr I S Maroga	Director: Community Development Services	**Yes**

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.6 District Intergovernmental Structures

The Moretele Local Municipality participated in the District Participation Ward Committee Coordinators Forum.

2.7 Provincial Intergovernmental Structures

The Moretele Local Municipality participated in the Provincial Participation Ward Committee Coordinators Forum.

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

Section 16 of the Municipal Systems Act (MSA) refers specifically to the development of a culture of community participation within municipalities. It states that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance. For this purpose it must encourage and create conditions for the local community to participate in the affairs of the community.

Such participation is required in terms of the following:

- The preparation, implementation and review of the IDP;
- The establishment, implementation and review of the performance management system;
- The monitoring and review of the performance, including the outcomes and impact of such performance; and
- The preparation of the municipal budget.

8 Public meetings

i. Ordinary public meetings

Nature and purpose	Date of event	Number of participating municipal councillors	% participating municipal administrators
Ordinary	25 March 2015	**80%**	**85%**
	25 June 2015		
Special Council	27 February 2015	**79%**	**75%**
	23 April 2015		
	29 April 2015		
	06 May 2015		
	27 May 2015		
	13 July 2014		
	29 July 2014		
	08 August 2014		
	28 August 2014		

Nature and purpose	Date of event	Number of participating municipal councillors	% participating municipal administrators
	05 September 2014		
	13 November 2014		

IDP consultation purposes and alignment

The approved process plan made provision for municipal wide consultative meetings which were held as indicated below. The meetings were used to identify community based needs which informed the 2014/2015 IDP process.

Ward	Ward Councilor	Date	Time
01	Clr Bhiya	13 September 2014	10h00
02	Clr Mashabane	14 September 2014	10h00
03	Clr Monaheng	No	10h00
04	Clr Songola	13 September 2014	10h00
05	Cllr Matlou	11 October 2014	10h00
06	Clr Letlhabi	11 October 2014	10h00
07	Clr Kgoele	13 September 2014	10h00
08	Clr Golele	18 October 2014	10h00
09	Clr Mabasa(Deseased)	No	10h00
10	Clr Moloisane	20 September 2014	10h00
11	Clr Mosupye	27 September 2014	10h00
12	Clr Mokadi	27 September 2014	10h00
13	Clr Moetjie	13 September 2014	10h00
14	Clr Semenya	14 September 2014	10h00
15	Clr Makhubela	11 October 2014	10h00
16	Clr Rambawa	20 September 2014	10h00
18	Clr Mabatle	18 October 2014	10h00
19	Clr Mokondo	18 October 2014	10h00
20	Clr Mosipa	20 September 2014	10h00
21	Clr Maimane	18 October 2014	10h00

Ward	Ward Councilor	Date	Time
22	Clr Lehele	11 October 2014	10h00
23	Clr Hlongwane	28 September 2014	10h00
24	Clr Mangena	11 October 2014	10h00
25	Clr Molobi	27 September 2014	10h00
26	Clr Moraka	28 September 2014	10h00
27	Clr Sekhaolela	21 September 2014	10h00
28	Clr Lehari	11 Otober 2014	10h00

ii.Mass Ward Committee Meetings

Ward	Meeting dates	
1	• Tlhoele • Bollantlokwe • Little Trust • Tlholoe	• 27 September 2014 • 16 November 2014 • 11 June 2015 • 23 June 2015
2	• Swartboom • Voyentin • Swartboom • Voyentin • Agrico-hall • Olverton	• 21 June 2014 • 11 October 2014 • 13 September 2014 • 16 May 2016 • 02 June 2015 • 20 June 2015
3	No reports	
4	• Lebotlwane • Mmukubyane • Lebotlawane • Mmukubyane	• 27 September 2014 • 20 December 2014 • 28 March 2015 • 27 June 2015
5	• Dikebu • Lekgolo Primary School • Dikgopaneng Primary School • Ramashita Primary School • Sutelong hall • Blackrock • Sutelong community hall • Diratsagae • Dikgopaneng • Diratsagae • Ramashita Primary School • Lekgolo village	• 19 July 2014 • 20 July 2014 • 26 July 2014 • 27 July 2014 • 23 August 2014 • 13 September 2014 • 11 October 2014 • 22 October 2014 • 26 October 2014 • 20 November 2014 • 22 March 2015 • 20 May 2015
6	• Lehabe Primary School • Transactie community hall	• 23 August 2014 • 17 January 2015

Ward	Meeting dates	
	• Slagboom community hall • Lehabe community hall	• 19 April 2015 • 20 June 2015
7	• Swartdam • Swartdam • Lebalangwa • Lebalangwa • Norokie	• 21 March 2015 • 07 March 2015 • 11 April 2015 • 29 April 2015 • 21 February 2015
8	• Mmakaunyane Secondary School • Mmakaunyane Secondary School • Mmakaunyane Secondary School • Mmakaunyane Secondary School	• 18 October 2014 • 26 November 2014 • 01 March 2015 • 19 May 2015
9	No reports	
10	• Ga-Moema • Mmatlhwaela • Dikebu • Mocheko • Mocheko	• 01 July 2014 • 07 July 2014 • 16 September 2014 • 04 February 2015 • 21 April 2015
11	No reports	
12	• RDP Phase 1 & 2 • RDP Phase 1 & 2 • Bahwaduba Middle School • River Side • RDP Phase 1 & 2 • Mathibestad • Mathibestad	• 12 July 2014 • 17 July 2014 • 16 August 2014 • 28 January 2015 • 21 March 2015 • 05 May 2015 • 02 June 2015
13	• Dikgogong • Dikgogong • Dikgogong • Dikgogong	• 06 September 2014 • 01 October 2014 • 06 December 2014 • 07 March 2015 • 06 June 2015
14	• Community hall • Sithole's place • Kutlwanong	• 18 February 2015 • 24 March 2015 • 23 May 2015
15	• Maubane ward office	• 02 May 2015
16	• Agrico-hall • Block K ground • RDP ground	• 20 September 2014 • 07 January 2015 • 24 January 2015
17	• Lehibidung • One & Ten • Opperman • Thulwe • Prieska • Potoane	• 12 July 2014 • 09 August 2014 • 13 September 2014 • 11 October 2014 • 08 October 2014 • 07 December 2014

Ward	Meeting dates	
	• Lehibidung One & Ten • Opperman • Thulwe • Prieska	• 10 January 2015 • 14February2015 • 14 March 2015 • 11 April 2015 • 11 May 201513 • June 2015
18	• Section 05 • Section 04 • Section 01 • Section 04 • Section 06 • Lefatlheng Traditional Authority • Section 05 • Motsepe Church • Section 05 • Kgagara Pay Point • Section 04 • Section 06 • Lefatlheng Pay Point • Motsepe Church • Motsepe Church • Section 05 • Section 04	• 20 July 2014 • 20 July 2014 • 20 July 2014 • 17 August 2014 • 24 August 2014 • 21 September 2014 • 21 September 2014 • 24 September 2014 • 11 October 2014 • 16 November 2014 • 16 November 2014 • 12 December 2014 • 15 February 2015 • 15 February 2015 • 15 February 2015 • 19 April 2015 • 10 April 2015 • 11 May2015
19	• Ward office • Machidi Section • Ward office • Ward 19 Office • Modimo o Lerato Day Care • Ward office • Ward office • Ramogoga E & 8 • Ward office • Rankune • Ramogoga section • Ward office	• 02 July 2014 • 19 July 2014 • 02 August 2014 • 30 August 2014 • 09 August 2014 • 18 October 2014 • 21 February 2015 • 28 March 2015 • 18 April 2015 • 16 May 2015 • 29 June 2015
20	No reports	
21	• Kontant • Kgomo-kgomo • Agrico-hall • Agrico-hall • Kgomo-kgomo • Agrico-hall	• 27 August 2014 • 20 September 2014 • 18 October 2014 • 28 February 2015 • 23 May 2015 • 20 June 2015
22	• Tlhaloganyo Primary School • Bosplaas Resource Centre • Bosplaas Resource Centre	• 26 July 2014 • 11October 2014 • 11 April 2015 • 28 February 2015

Ward	Meeting dates	
23	• Skierlik community hall • Skierlik community hall • Makgatlhanong • Makgatlhanong • Makgatlhanong • Makgatlhanong	• 19 July 2014 • 03 August 2014 • 10 August 2014 • 01 November 2014 • 30 November 2014 • 22 February 2015 • 17 May 2015
24	• Municipal hall • Municipal hall • Municipal hall • Senteng Primary School	• 11 October 2014 • 23 August 2014 • 30 March 2015 • 18 April 2015
25	• PS Banda Church • Ward office • Diphiring place • Ward office • Mmabodila	• 22 July 2014 • 29 July 2014 • 12 August 2014 • 13 August 2014 • 15 October 2014
26	• Ratjiepan • Mogogelo	• 17 August 2014 • Mogogelo
27	• T.K Mokonyane Primary School • Mojaki's church • Clinton park • Kgapola store • Kgapola store • Prutchard Mojaki's Church • Pruchard sports ground • T.K Mokonyane Primary School • Pruchard sports ground	• 20 July 2014 • 24 August 2015 • 28 September 2014 • 11 October 2014 • 27 February 2015 • 01 March 2015 • 22 March 2015 • 26 April 2015 • 28 June 2015
28	• Moeka hall • Mo setlhareng sa basiamise • Ratjiepan V • Vuma village • Moeka hall • Moeak hall • Moeka hall • Moeka hall • Moeka hall • Vuma kwa letamong • Savannah ground • Savannah ground	• 05 July 2014 • 06 July 2014 • 13 July 2014 • 20 JULY 2014 • 27 July 2014 • August 2014 • 19 October 2014 • 17 April 2015 • 19 April 2015 • 19 April 2015 • 26 April 2015

Ward Committees meetings

Ward 1

Name of representative	Capacity representing	Dates of meetings held during the year
Moses Bhiya	Ward Councillor	1. 02 July 2014 2. 01 August 2014
Jeffrey Tshuma	Sports, Arts & Culture	

Tshenolo Ramokone	Secretary	3. 03 September 2014 4. 01 October 2014 5. 05 November 2014 6. 07 December 2014 7. 05 January 2015 8. 02 February 2015 9. 05 March 2015 10. 09 April 2015 11. 04 May 2015 12. 04 June 2015
Pauline Malete	LED	
William Magwete	Technical Services	
Louisa Mmethi	Land & Traditional Affairs	
Ronnah Miya	Human Settlements	
Mpolokeng Mosaka	Health & Disaster Management	
Nkele Motloung	Community Safety, Roads & Transport	
Phillipine Montja	Special Projects & Social Services	
David Malope	IDP & PMS	
Ntombifuthi Mhlanga	CDW	
Mpho Somo	CLO	

Ward 2

Name of representative	Capacity representing	Dates of meetings held during the year
Onnica Mashabane	Ward Councillor	1. July 2014 2. 06 August 2014 3. 03 September 2014 4. October 2014 5. November 2014 6. 02 December 2014 7. 07 January 2015 8. 03 February 2015 9. 02 March 2015 10. 12 April 2015 11. 05 May 2015 12. June 2015
Jerry Motshoane	Social Services	
Helen Seefane	Technical Services	
Onnicca Mashabane	Secretary	
Titus Mokhonoane	Sports, Arts & Culture	
Johanna Diseko	LED	
Isaac Malapane	Land & Traditional Affairs	
Christina Koleko	Health & Disaster	
Koketso Mojela	Roads, Transport & C/Safety	
Melita Mphaka	Human Settlement	
Elizabeth Mashaba	IDP	
Fankie Ngobeni	CDW	
Mpho Somo	CLO	

Ward 3

Name of representative	Capacity representing	Dates of meetings held during the year
Andries Monaheng	Ward Councillor	1. 02 July 2014 2. 04 August 2014 3. 02 September 2014 4. 02 October 2014 5. 04 November 2014 6. 02 December 2014 7. 01 January 2015 8. 03 February 2015 9. 03 March 2015 10. 02 April 2015 11. 05 May 2015 12. June 2015
Simon Monyeki	Human Settlements	
Caroline Lekalakala	Health & Disaster	
Vincent Shakwane	Secretary	
Linah.Baloi	LED	
D Matjila	Sports, Arts & Culture	
Angie Baloyi	Social Services	
S Sono	Land & Traditional Affairs	
Paulina Motshegoa	Water & Sanitation	
Cathrine Baloyi	IDP & PMS	
Dorah Silwane	Roads, Transport & Community Safety	
Mpho Somo	CLO	
Fankie Ngobeni	CDW	

Ward 4

Name of representative	Capacity representing	Dates of meetings held during the year
Eslyn Songola	Ward Councillor	1. 02 July 2014 2. 05 August 2014 3. 03 September 2014
Rebbeca Matjila	Secretary	
Emily Makakaba	Water & Sanitation	

Bella Phale	Technical Services	4. 01 October 2014 5. 05 November 2014 6. 03 December 2014 7. 07 January 2015 8. 04 February 2015 9. 04 March 2015 10. 04 April 2015 11. 06 May 2015 12. 03 June 2015
Joseph Mathye	IDP	
Suzan Kubyane	Sports, Arts & Culture	
David Nkopodi	Roads, Transport & Community Safety	
Mmule Chauke	Health & Disaster	
Dinah Kganyago	Land & Traditional Affairs	
Lydia Moeng	Social Services	
Zacharia Molefe	LED	
Mpho Somo	CLO	
Maureen Mhlanga	CDW	

Ward 5

Name of representative	Capacity representing	Dates of meetings held during the year
Salaminah Matlou	Ward Councilor	1. 03 July 2014 2. 05 August 2014 3. 04 September 2014 4. 03 October 2014 5. 04 November 2014 6. 02 December 2014 7. 06 January 2015 8. 03 February 2015 9. 02 April 2015 10. 07 May 2015 11. 03 June 2015
Koos Nkgau	Sports, Arts & Culture	
Paulinah Matidza	IDP & Internal Roads	
Mmapule Modise	Human Settlements & Electricity	
Ennia Motjuoadi	Social Services	
Oupa Kekana	Health & Disaster Management	
Simon Rammutloa	Land & Traditional Affairs	
Victor Makhubela	Roads, Transport & Community Safety	
Rosy Letlape	Water & Sanitation	
Edwin Meso	LED	
Salamina Matlou	Secretary, HR & Budget & Treasury	
Mpho Somo	CLO	
Esther Malebye	CDW	
John Molefe	PR Councilor	

Ward 6

Name of representative	Capacity representing	Dates of meetings held during the year
Peter Letlhabi	Ward Councilor	1. 03 July 2014 2. 04 August 2014 3. 04 September 2014 4. 03 October 2014 5. 04 November 2014 6. 03 December 2014 7. 05 January 2015 8. 03 February 2015 9. 04 March 2015 10. 03 April 2015 11. 04 May 2015 12. 03 June 2015
Mary Nthite	Social Development	
Mary Mfolo	Human Settlements	
John Lekoloane	Land & Traditional Affairs	
Malefsane Rapholo	IDP	
Florence Sekhu	Water Sanitation	
Hendrick Molwelang	Sports, Arts & Culture	
Johanna Nqungwane	Roads, Transport & Community Safety	
Solomon Mashishi	LED	
Charles Molebaloa	Secretary	
Mary Maema	Health & Disaster Management	
Mpho Somo	CLO	
Dan Moeng	CDW	

Ward 7

Name of representative	Capacity representing	Dates of meetings held during the year
Nelson Kgoele	Ward Councillor	1. 04 July 2014 2. 04 August 2014 3. 03 September 2014
Sello Mosebedi	IDP & PMS	
Violet Khunou	Health And Disaster	

Granny Modiba	Secretary	4. 03 October 2014 5. 03 November 2014 6. 02 December 2014 7. 06 January 2015 8. 03 February 2015 9. 03 March 2015 10. 07 April 2015 11. 07 May 2015 12. 02 June 2015
Merriam Mabena	Human Settlements & Electricity	
Herman Mphokeng	Water And Sanitation	
Joseph Ntloedibe	LED	
Phillipine Sithole	Social Development	
Collen Makhubela	Land & Trad. Affairs	
Johannes Mputla	Sports Arts And Culture	
Mabel Baloyi	Community Safety Roads and Transport	
Aaron Baloyi	CDW	
Lorraine Ngako	CLO	

Ward 8

Name of representative	Capacity representing	Dates of meetings held during the year
Phillemon Ngobeni	Technical services	1. 07 July 2014 2. 09 August 2014 3. 10 September 2014 4. October 2014 5. 07 November 2014 6. 08 January 2015 7. 12 February 2015 8. 05 March 2015 9. 09 April 2015 10. 03 May 2015 11. 02 June 2015
Joyce Rankoko	Safety and Security	
Dorothy Maleka	Special project	
Steve Khoza	Led	
Agnes Diale	Health and disaster	
Pule Mashigo	Land and Trad. Affairs	
Johannes Motau	Sports, Arts and Culture	
Gladys Soji	Social services	
Louisa Madute	Secretary	
Alfred Baloyi	Water and Sanitation	
Lucas Tshabalala	CDW	
John Golele	Ward Councillor	
Salome Mathatho	PR Councillor	
Lorraine Ngako	CLO	

Ward 9

Name of representative	Capacity representing	Dates of meetings held during the year
Ella Mkhonto	Secretary	
Mmatsie Ntlatleng	Special Projects	
Albert Tema	Health & Disaster	
William Chabalala	Water & Sanitation	
Solly Letswalo	IDP & Internal Roads	
Lazarus Matlala	Sports, Arts & Culture	
Andries Morake Ditlhake	Roads, Transport & Community Safety	
Alpheus Mokhutshwane	LED, Land Use & Cemetries	
Kenneth Maluleka	Technical Services	
Florence Mahlangu	Social Services	
Lorraine Ngako	CLO	
Tsakane Baloyi	CDW	

Ward 10

Name of representative	Capacity representing	Dates of meetings held during the year
Phillimon Molisane	Ward councillor	1. 03 July 2014 2. 06 August 2014 3. 06 September 2014
Mitta Sefolo	Secretary	
Sara Mokone	LED	

Simon Shila	IDP and PMS	4. 03 October 2014 5. 06 November 2014 6. 02 December 2014 7. 07 January 2015 8. 04 February 2015 9. 04 March 2015 10. 02 April 2015 11. 05 May 2015 12. 03 June 2015
Aaron Bopape	Technical Services	
Eunice Tshabalala	Sports, Arts, & Culture	
Sophy Motaung	Water and Sanitation	
Jerry Ledwaba	Community Safety	
Triciah Mophuting	Social Services	
Eva Matsoge	Land and Traditional affairs	
Triphina Makhubela	Health and Disaster	
Esther Malebye	CDW	
Mpho Somo	CLO	

Ward 11

Name of representative	Capacity representing	Dates of meetings held during the year
Jan Mosupye	Ward Councillor	13. 03 July 2014 14. 06 August 2014 15. 06 September 2014 16. 03 October 2014 17. 06 November 2014 18. 02 December 2014 19. 07 January 2015 20. 04 February 2015 21. 04 March 2015 22. 02 April 2015 23. 05 May 2015 24. 03 June 2015
Emily Khumalo	Secretary, Budget & Treasury & HR	
Charles Maake	Technical Services	
Betty Phofedi	Health & Disaster Management	
Samuel Maluleka	Land & Traditional Affairs	
David Mosupye	Community Safety	
Anna Modiba	Special Projects	
Edward Kubyane	LED	
Tryphinah Mokgari	IDP & PMS	
Sipho Hlongwane	Sports, Arts & Culture	
Gladys Mashaba	Electricity & Human Settlement	
Nelly Nkuna	CDW	
Kaizer Malesa	CLO	

Ward 12

Name of representative	Capacity representing	Dates of meetings held during the year
Letta Kale Mokadi	Ward Councillor	1. 03 July 2014 2. 04 August 2014 3. 02 September 2014 4. 02 October 2014 5. 03 November 2014 6. 01 December 2014 7. 05 January 2015 8. 03 February 2015 9. 03 March 2014 10. 02 April 2015 11. 04 May 2015 12. 02 June 2015
Martha Mabelane	Health	
Johanna Leremi	Social Services	
Daphney Mashamaite	Special Projects	
Feni Lebembe	HR	
Phillip Rankapole	IDP	
Kosabo Msiza	Community Safety	
Sarona Monyuku	Sports, Arts & Culture	
Joseph Golela	Technical Services	
Joseph Mohlala	Land & Traditional Affairs	
Kaizer Malesa	CLO	
Nelly Nkuna	CDW	
Johannes Makwela	PR Councillor	

Ward 13

Name of representative	Capacity representing	Dates of meetings held during the year
Maggie Moetji	Ward Councillor	1. 03 July 2014 2. 05 August 2014 3. 04 September 2014
Amos Lekalakala	Secretary, HR & Finance	
Friddah Thupe	Sports, Arts & Culture	

Stephens Baloyi	Community Safety	4. 07 October 2014 5. 06 November 2014 6. 04 December 2014 7. 06 January 2015 8. 05 February 2015 9. 05 March 2015 10. 02 April 2015 11. 05 May 2015 12. 04 June 2015
Samuel Ngomane	LED	
Jane Mhlongo	IDP & PMS	
Jeanet Mphiwa	Social Services	
Alzina Mncube	Health, Disaster Man.	
Maggie Ndou	Water & Sanitation	
Jan Mapaya	Housing & Electricity	
Lucas Tsandeni	Internal Roads, & Cemetery	
Jessicca Ramoroko	CLO	
Nomsa Khumalo	CDW	

Ward 14

Name of representative	Capacity representing	Dates of meetings held during the year
Salamina Semenya	Ward Councillor	1. 04 July 2014 2. 05 August 2014 3. 05 September 2014 4. 03 October 2014 5. 03 November 2014 6. 04 December 2014 7. 04 January 2015 8. 03 February 2015 9. 03 March 2015 10. 10 April 2015 11. 04 May 2015 12. 07 June 2015
Anna Sebolai	Secretary	
Themba Mashele	Sports, Arts & Culture	
Gladys Ndlalane	Land & Traditional Affairs	
Solomon Tshelane	Roads, Transport & Community Safety	
Gideon Kutumela	LED	
Hellen Moemise	Water & Sanitation	
Martha Mokhabela	Technical Services	
Selina Molatelo	Social Development	
Maggy Selahle	IDP & PMS	
Clancina Baloyi	Health & Disaster	
Jessicca Ramoroko	CLO	
Alex Mashigo	CDW	

Ward 15

Name of representative	Capacity representing	Dates of meetings held during the year
Japhta Makhubela	Ward Councillor	1. July 2014 2. August 2014 3. 04 September 2014 4. 07 October 2014 5. 06 November 2014 6. 06 December 2014 7. 14 January 2015 8. 05 February 2015 9. 04 March 2015 10. 07 April 2015 11. 05 May 2015 12. 02 June 2015
Prescilla Modimola	LED	
Mmatsie Maubane	Land & Traditional Affairs	
Louisa Mashaba	Human Settlement & Electricity	
Helen Mnisi	Roads, Transport & Community Safety	
Alfred Pitseng	Secretary	
Jermina Ledwaba	Social Services	
George Modise	Sports, Arts & Culture	
Johanna Baloyi	IDP & PMS	
Robert Manganye	Water & Sanitation	
Keratile Mogolane	Health & Disaster Management	
Jessicca Ramoroko	CLO	
Joel Mashaba	CDW	

Ward 16

Name of representative	Capacity representing	Dates of meetings held during the year
Margaret Rambawa	Ward Councilor	1. 03 July 2014 2. 06 August 2014 3. 02 September 2014 4. 04 October 2014
Martha Ringane	Health & Disaster Management	
Xolani Mahlangu	Sports, Arts & Culture	
Andries Mashaba	Roads, Transport & Community	

	Safety	5. 03 November 2014 6. 01 December 2014 7. 12 January 2015 8. 02 February 2015 9. 02 March 2015 10. 07 April 2015 11. 05 May 2015 12. 01 June 2015
Anna Monaledi	Water & Sanitation	
Johanna Madiba	Social Services	
Joseph Marota	Technical Services	
Moses Mathye	LED	
Salome Motsugi	IDP	
Margaret Moela	Secretary	
Andries Modise	Traditional Affairs	
Jessicca Ramoroko	CLO	
Joel Mashaba	CDW	
Anna Ramadi	PR Councilor	
Tsholofelo Ngobeni	PR Councillor	

Ward 17

Name of representative	Capacity representing	Dates of meetings held during the year
Mishack Maluleka	Ward Councillor	1. 02 July 2014 2. 06 August 2014 3. 03 September 2014 4. 01 October 2014 5. 05 November 2014 6. 03 December 2014 7. 07 January 2015 8. 04 February 2015 9. 04 March 2015 10. 01 April 2015 11. 06 May 2015 12. 03 June 2015
Martha Sekati	Secretary	
Linah Selapa	LED	
Margaret Phaladi	Community Development	
Benjamin Khoza	Sports, Arts & Culture	
David Rasegwete	Human Settlement & Electricity	
George Nwankoti	Transport & Community Safety	
Moses Mathe	Water & Sanitation	
Esther Lesego Matlaisane	Health & Disaster	
Phineas Mataboge	IDP/PMS	
Simon Boy Letshwene	Land & Traditional Affairs	
Jessicca Ramoroko	CLO	
Joseph Maswanganyi	CDW	

Ward 18

Name ` of representative	Capacity representing	Dates of meetings held during the year
Sefularo Mabatle	Ward Councillor	1. 08 July 2014 2. 05 August 2014 3. 04 September 2014 4. 08 October 2014 5. 06 November 2014 6. 04 December 2014 7. 14 January 2015 8. 10 February 2015 9. 10 March 2015 10. 10 April 2015 11. 11 May 2015 • 10 June 2015
Cathrine Sentle	Land & Traditional Affairs & Cemeteries	
Magdeline Maledi	Sports, Arts and Culture	
Patricia Mabusela	IDP and PMS	
Mary Hlangwane	Social Services	
Lizie Thema	Human Settlement and Electricity	
Joshua Motaung	Roads, Transport & Community Safety	
Isaac Teane	Secretary	
Lucas Moekeletsi	Health and Disaster	
Rebecca Mashigo	LED	
Margaret Raseroka	Water and Sanitation	
Joseph Maswanganyi	CDW	
Jessicca Ramoroka	CLO	
Tshepo Sepogwane	Ward Cashier	
Steve Maphosa	Ward Cashier	

Ward 19

Name of representative	Capacity representing	Dates of meetings held during the year

1.Khanyisa Mokondo	Ward Councillor	1. 04 July 2014 2. 04 August 2014 3. 03 September 2014 4. 03 October 2014 5. 03 November 2014 6. 01 December 2014 7. 06 January 2015 8. 03 February 2015 9. 04 March 2015 10. 09 April 2015 11. 04 May 2015 12. 03 June 2015
2. Elsie Matlawa	Secretary	
3. Rosina Moreroa	Health and Disaster Management	
4.Angelina Matlala	Social services	
6. Lucky Molokoane	Water and sanitation	
7. George Hlongwane	Community Safety and Transport	
8. Doricah Mmatlwa	LED	
9. Patricia Mokhondo	Sports,Arts and Culture	
10. Rachel Motsepe	Human Settlements	
11.Reinet Letlhage	Land & Traditional Affairs	
12.Kaizer Malesa	CLO	
13.Mosibudi Ramollo	CDW	

Ward 20

Name of representative	Capacity representing	Dates of meetings held during the year
Lydia Modise	Sports, Arts & Culture	1. 03 July 2014 2. 04 August 2014 3. 04 September 2014 4. 03 October 2014 5. 03 November 2014 6. 03 December 2014 7. 04 January 2015 8. 03 February 2015 9. 04 March 2015 10. 01 April 2015 11. 04 May 2015 12. 03 June 2015
Sina Kgope	Water & Sanitation	
Violet Lechaba	IDP	
William Tladi	Secretary Sports, Arts & Culture	
Basetsana Mputle	Roads, Transport & Community Safety	
Alphinah Monku	Human Settlements	
Meisie Manamela	Social Services	
Nelly Ditinti	LED	
Molly Ranta	Sports, Arts & Culture	
Rebecca Mareme	Land & Traditional Affairs	
Evelyn Mosipa	Ward Councillor	
Kaizer Malesa	CLO	
Mmaphefo Setshedi	CDW	

Ward 21

Name of representative	Capacity representing	Dates of meetings held during the year
Lawrence Maimane	Ward Councillor	1. 01 July 2014 2. 05 August 2014 3. 02 September 2014 4. 02 October 2014 5. 04 November 2014 6. 02 December 2014 7. 06 January 2015 8. 03 February 2015 9. 03 March 2015 10. 02 April 2015 11. 05 May2015 12. 02 June 2015
Shikwane Mmushi	Land Use & Traditional Affairs	
Mmantoa Mmako	Water & Sanitation	
Mmapula Mogwena	IDP & PMS	
Stephens Tladi	LED	
Clifford Maimane	Human Settlement & Electricity	
Welheminah Ntseke	Secretary	
Hendrick Mapela	Social Services	
Damaris Bodibe	Health & Disaster	
Mmemme Selepe	Sports, Arts & Culture	
Roseline Sekhu	Transport, Roads & Community Safety	
Kaizer Malesa	CLO	
Brenda Ndimande	CDW	

Ward 22

Name of representative	Capacity representing	Dates of meetings held during the year
Michael Lehele	Ward Councillor	1. 03 July 2014

Merriam Matshebele	Technical Services	2. 05 August 2014 3. 04 September 2014 4. 01 October 2014 5. 07 November 2014 6. December 2014 7. 12 January 2015 8. 05 February 2015 9. 05 March 2015 10. 07 May 2015 11. 07 May 2015 12. 02 June 2015
Martin Mathibela	IDP & PMS	
Pauline Mahlangu	Social Services	
Abel Sebapu	Budget & Treasury	
Nelly Mathabe	Community Services	
Matime Makete	Secretary	
Siphiwe Mgcina	Special Projects	
Louisa Shala Letshwene	Land & Traditional Affairs	
Bradley Malapane	Sports, Arts & Culture	
Christina Makama	LED	
Nomsa Khumalo	CDW	
Jessicca Ramoroko	CLO	

Ward 23

Name of representative	Capacity representing	Dates of meetings held during the year
John Hlongwane	Ward Councillor	1. 01 July 2014 2. 05 August 2014 3. 02 September 2014 4. 07 October 2014 5. 03 November 2014 6. 02 December 2014 7. 12 January 2015 8. 03 February 2015 9. 09 March 2015 10. 02 April 2015 11. 04 May 2015 12. 02 June 2015
Prudence Tsotetsi	Social Services	
Johanna Mondlane	C. Safety & Health	
Hendrick Monama replaced by Caroline Rapau 12 December 2013	Land & T/I Affairs	
Elsie Mashiane	Secretary	
Frans Sekgwele	Disaster & Electricity	
Poppy Mathebula	Human Settlement	
Given Ngobeni	Special Projects & IDP	
Richard Shibambo	Technical Services	
Johannes Segona	Sports, Arts & Culture	
Dipuo Maswanganye	LED	
Lorraine Ngako	CLO	
Lucas Tshabalala	CDW	
Betty Mangena	EXCO Deployee	

Ward 24

Name of representative	Capacity representing	Dates of meetings held during the year
Betty Mangena	Ward Councillor	1. 01 July 2014 2. 03 August 2014 3. 01 September 2014 4. 01 October 2014 5. 02 November 2014 6. 02 December 2014 7. 06 January 2015 8. 02 February 2015 9. 02 March 2015 10. 01 April 2015 11. 04 May 2015 12. 03 June 2015
Poppy Mathibe	Secretary	
Taylor Moumakwe	Technical Services	
Tseleng Mathabe	Sports,Arts & Culture	
Clementine Mosweu	Special Projects	
Magdeline Maphosa	LED	
Agnes Motsodisa	Health & Disaster	
Edgar Mathabe	Community Services	
Jane Khumalo	IDP & PMS	
Jacob Mathibe	Land & Traditional Affairs	
Maria Molepo	Social Services	
Kaizer Malesa	CLO	
Rachel Ramollo	CDW	

Ward 25

Name of representative	Capacity representing	Dates of meetings held during the year
1.Charles Mosupye	Community Services	1. 02 July 2014 2. 05 August 2014 3. 02 September 2014
2.Sanie Monametji	Secretary,HR & Finance	
3.Lobisa Khoza	Human Settlements &	

	Electricity	4. October 2014 5. 13 November 2014 6. 05 December 2014 7. January 2015 8. 03 February 2015 9. March 2015 10. 08 April 2015 11. May 2015 12. 02 June2015
4.Phillip Ndlhovu	LED	
5. Abram Mashiane	Social Services	
6.Rosina Molomo	Health & Disaster	
7.Portia Chabalala	Sports, Arts & Culture	
8. Phetogo Letlape	Technical Services	
9.Frans Monene	IDP & PMS	
10.Mary Kgosana	Land & Traditional Affairs	
11. Francina Chauke	CDW	
Kaizer Malesa	CLO	
13. Essau Molobi	Ward Councillor	

Ward 26

Name of reupresentative	Capacity representing	Dates of meetings held during the year
Onicca Moraka	Ward Councilor	1. 03 June 2014 2. 04 August 2014 3. 05 September 2014 4. 03 October 2014 5. 05 November 2014 6. 02 December 2014 7. 12 January 2015 8. 04 February 2015 9. 04 March 2015 10. 03 April 2015 11. 04 May 2015 12. 03 June 2015
Joyce Mhlongo	LED	
Samuel Mmotong	IDP & PMS	
Tshepiso Matji	Special Projects	
Maria Sibanyoni	Health & Disaster	
George Tabane	Secretary	
Louisa Phofedi	Roads, Transport & C/Safety	
Portia Matji	Technical Services	
Dikeledi Lamola	Electricity & Human Settlement	
William Magoro	Sports, Arts & Culture	
Johannes Dibete	Land Use & Trad. Affairs	
Lorraine Ngako	CLO	
Florence Lubisi	CDW	
Nelly Nkuna		

Ward 27

Name of representative	Capacity representing	Dates of meetings held during the year
1.Leah Sekhaolela	Ward Councillor	1. 05 July 2014 2. 02 August 2014 3. 06 September 2014 4. 03 October 2014 5. 01 November 2014 6. 05 December 2014 7. 03 January 2015 8. 07 February 2015 9. 07 March 2015 10. 07 April 2015 11. 05 May 2015 12. 06 June 2015
1.Daniel Ringane	Land & Traditional Affairs	
2. Rachel Baloyi	Health & Disaster	
3. Hendrica Lebelo	LED	
4. Charles Makgae	Roads, Transport & Community Safety	
5.John Fashe	Water & Sanitation	
6. John Mohomana	Secretary	
7. Simon Maluleke	IDP & Internal Roads	
8. Mantwa Khumalo replaced by Winnie Sibeko	Human Settlements & Electricity	
9. Joseph Chabalala	Sports, Arts & Culture	
10.Gemmar Rapau replaced by F.lorence Rapatla	Social Services	
11. Lorraine Ngako	CLO	
12.Tsakane Baloyi	CDW	

Ward 28

Name of representative	Capacity representing	Dates of meetings held during

		the year
Sello Lehari	Ward Councilor	1. 03 July 2014 2. 09 August 2014 3. 04 September 2014 4. 04 October 2014 5. 05 November 2014 6. 02 December 2014 7. 05 January 2015 8. 26 February 2015 9. 03 March 2015 10. 11 April 2015 11. 05 May 2015 12. 01 June 2015
Daniel Khoza	Sports, Arts & Culture	
Elsie Rakgwaze	IDP & PMS	
Maria Kathanya	Social Services	
Abram Motsomi	Roads, Transport & Community Safety	
Norah Makgobola	Water & Sanitation	
6.Boitumelo Ntjana	Secretary	
Sina Laaka	Health & Disaster Management	
Robert Tseke	Electricity	
Mendi Gama	LED	
Frans Kgonothi	Land & Traditional Affairs	
Lorraine Ngako	CLO	
Tsakane Baloyi	CDW	
William Baloyi	PR Councillor	

2.9 Functionality of ward committees

The purpose of a ward committee is the following:

- To obtain better participation from the community to inform council decisions;
- To ensure that there is more effective communication between the Council and the community; and
- To assist the ward councillor with consultation and report-backs to the community

Ward committees should be elected by the community they serve. A ward committee may not have more than ten (10) members and women should be well represented. The ward councillor serves on the ward committee and act as the chairperson. Although ward committees have no formal powers, they advise the ward councillor who makes specific submissions directly to the administration. These committees play a very important role in the development and annual revision of the IDP of the area.

The table below provides information on the establishment of ward committees and their functionality.

Table Ward Committees and their functionality

Ward Number	Committee established Yes/No	Number of reports submitted to Speaker's Office	Number of meetings held during the year

1	Yes	12	12
2	Yes	12	12
3	Yes	12	12
4	Yes	12	12
5	Yes	12	12
6	Yes	12	12
7	Yes	12	12
8	Yes	12	12
9	Yes	12	12
10	Yes	12	12
11	Yes	12	12
12	Yes	12	12
13	Yes	12	12
14	Yes	12	12
15	Yes	12	12
16	Yes	12	12
17	Yes	12	12
18	Yes	12	12
19	Yes	12	12
20	Yes	12	12
21	Yes	12	12
22	Yes	12	12
23	Yes	12	12
24	Yes	12	12
25	Yes	12	12
26	Yes	12	12
27	Yes	12	12
28	Yes	12	12

2.10 Representative forums

2.10.1 Local Labour Forum

i. Composition

The Local Labour Forum is composed of equal representation from the trade unions and the employer, which means 5 trade union representatives and 5 employer representatives. The employer representatives consist of Councillors and of Management provided that the councillors make up no less than one-third of the delegation.

ii. Terms of Reference

The Local Labour Forum has the powers and functions regarding negotiating and/or consulting:

- on matters of mutual concern pertaining to the employer and which do not form the subject matter of negotiations at the Council or its Divisions;
- on such matters as may from time to time be referred to such forum by the Council or its Divisions;
- provided that it may not negotiate on any matter, which has been reserved for exclusive bargaining in the Council or the Divisions;
- concluding of Minimum Service Agreements.

Disputes over what is negotiable, what are the matters that are for consultation and over whether a specific process constitutes sufficient consultation are to be resolved through the dispute resolution mechanism of council.

COMPONENT D: CORPORATE GOVERNANCE

Corporate governance is the set of processes, practices, policies, laws and stakeholders affecting the way in which an institution is directed, administered or controlled. Corporate governance also includes the relationships among the many stakeholders involved and the achievement of the goals for which the institution is governed.

2.11Risk management

In terms of section 62(1)(c)(i) "the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control".

In the absence of a dedicated Risk Management Unit and (Chief) Risk Officer, the Internal Audit Unit assumed a co-coordinating role regarding the updating of the Municipality's risk register.

A risk assessment has been conducted in 2014/2015. The draft risk assessment was included in the risk register of the Municipality.

The following **top ten risks** have been identified during the risk assessment (As was the case in the preceding financial year):

1. Delays in SCM processes;
2. Delayed implementation of projects;
3. Unreliable IT infrastructure;
4. External Influence on Recruitment and Selection;
5. Non-achievements of objectives;
6. Insufficient training budget
7. Unfavorable audit opinion;
8. External influence on recruitment and selection;
9. Inability to generate own funds and;
10. Non-compliance with laws and regulations.

It is the responsibility of the Audit Committee of the Moretele Local Municipality as established to ensure on a regular basis that the identified risks are managed by the respective managers (directors) under the leadership of the Municipal Manager.

2.11.1 Anti-corruption and fraud

Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimise the possibility of fraud and corruption. Section 112(1)(m)(i) of Municipal Finance Management (MFMA) identify supply chain measures to be enforced to combat fraud and corruption, favouritism and unfair and irregular practices. Section 115(1) of the MFMA states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimise the likelihood of corruption and fraud.

2.11.2 Strategy Development

Neither an Anti-Corruption Strategy nor a Fraud Prevention Strategy has been developed by the Municipality.

2.11.3 Implementation of strategies

In the absence of an Anti-Corruption and Fraud Prevention Strategy it was not possible to apply measures to curb corruption and fraud in any of the key risk areas.

2.12 Supply chain management

The Supply Chain Management Policy of the Moretele Municipality is deemed to be fair, equitable, transparent, competitive and cost-effective as required by s.217 of the Constitution. The Supply Chain Management Policy complies with the requirements of s.112 of the MFMA as well as the Supply Chain Regulations of 2005, but it must still be updated in terms of the revised Preferential Procurement Regulations of June 2011, to make provision for the new threshold amounts for tenders/bids.

2.12.1 Bid committee meetings

Table Number of bid committee meetings

Bid Specification Committee	Bid Evaluation Committee	Bid Adjudication Committee
13	12	10

2.12.2 Awards made by the Bid Adjudication Committee

The Bid Adjudication Committee (BAC) makes recommendation to the accounting officer on all bids and the awarding of contracts. The BAC does not have delegated powers to make any awards.

Bids awarded by the Accounting Officer are as follows:

Item no	Project Name	Bid Number	Awarded To	Bidding Price R
1	Waste Collection and Management	MLM/LED/WASTE/01/09/2014	Reagetswe Trading 237	R46,279,399.37
2	Proposal to supply water through Tankering in Moretele Local Municipality	MLM/TANKERING/14-16	Ramokgopa Transport Services	R23,472,000.00
3	Maintenance in repair of Sewer line in Motla, Savanna and Swartdam in Moretele Local Municipality	MLM/TECH/SEWER/14-17	Not yet appointed	N/A
4	Proposal to review, Update and Development of ICT Strategy Policies Standards and Procedure including ICT charter in Moretele Local Municipality	MLM/CORP/ICT-POLICY/14	Not yet appointed	N/A

Item no	Project Name	Bid Number	Awarded To	Bidding Price R
5	Provide Professional Engineering services and construction of Municipal Access Road (Turnkey	MLM/TECH/OFFICES ROAD/14-15	Bagaphala Projects Trading cc/Kago Consulting Engineers	R4,349,757.79
6	Rehabilitation of Roads and Storm Water in Ward 3	MLM/R&S/W3/12-17	Selby Construction	R4,580,432.36
7	Rural Basic Sanitation Moeka,Vuma,Ratjiepane V & Savanna Phase 3		VRIM Stemashan JV	R10,150,998.70
8	Rehabilitation of Internal Roads and Storm Water in Ward 25	MLM/R&S/W25/12-17	Sedi Development Projects	R8,957,288.66
9	Rehabilitation of Internal Roads and Storm Water in Ward 28	MIG/NW/1725/R/13/14	Baagaphala Trading and Projects	R7,788,630.62
10	Rehabilitation of Internal Roads and Storm Water in Mmakaunyane ward 8 Phase 2B	MIG/NW/1725/R/13/14	Patrick Makgoka Construction	R6,034,892.56
11	Rehabilitation of Internal Roads and Storm Water at Kromkuil	MLM/R&S/MOTC/P2/14-15	Rekhuditse Construction and cleaning services JV Babinatlou Trading and Projects	R4,870,175.25
12	Supply ,installation and commissioning of High Mast Light in Ward 10	MLM/HMN/W10/12-17	Green 8 Trading and Projects cc	R4,238,369.52
13	Provision of Yellow Fleet Equipment	MLM/Tech/Yellow Fleet/14-15	N/A	N/A

2.12.3 Appeals lodged by aggrieved bidders

No appeals have been logged by the bidders that have submitted bids during the 2013/14 financial year.

2.12.4 Deviation from July – June 2014/2015

NON COMPLIANCE REPORT FOR SEPTEMBER

Voucher No	Date	Department	Nature of Transgression	Company Name	Description of goods/services	Amount
	04.09.2014	Human Resources	Emergency	Mphata Game Lodge	Catering & Conference Hall for training and capacity building	34 834.00
	Subtotal					34 834.00
70006706	04.09.2014	Exco & Council	Emergency	KC Mabatle Transport	Transport for Rebona ka Matlho delegations	5000.00
	Subtotal					5000.00
	Grand total					390834.00

NON COMPLIANCE REPORT FOR OCTOBER 2014/2015

Voucher No	Date	Department	Nature of Transgression	Company Name	Description of goods/services	Amount
70007898	27.10.2014	Technical	Emergency	Khuduyane Quigley(Pty) Ltd	Unblocking of manholes	104 538.00
70006789	01.10.2014	Technical	If such goods or services are procured or available from a single provider only	Volt Ampere	Purchase water pump	18 998.10
70006862	14.10.2014	Technical	Emergency	Dunlop zone/Blue sand t/a Hammanskraal	Payment for tyres of HRB 351 NW	106 103.93
	Subtotal					R229 640.03

NON COMPLIANCE REPORT FOR NOVEMBER 2014/2015

Voucher No	Date	Department	Nature of Transgression	Company Name	Description of goods/services	Amount
70006961	11.11.2014	EXCO & Council	If such goods or services are produced or available from a single provider only	African Directory Service Pty Ltd	1 x full page corporate profile government services	19 999.00
70006997	11.11.2014	EXCO & Council	Emergency	Savumash Lodge	Conference facility lunch	6 156.00
	Grand Total					R26 155.00

NON COMPLIANCE REPORT FOR DECEMBER 2014/2015

Voucher No	Date	Department	Nature of Transgression	Company Name	Description of goods/services	Amount
70007141	18.12.2014	Technical	If such goods or services are produced or available from a single provider only	ELB Equipment	Cutting edge for Mitsubishi grader FDS 062 NW	8586.91
70007120	18.12.2014	Technical	If such goods or services are produced or available f single provider only	Bell Equipment	Grader blades, bolts and nuts	11 437.51
70007139	15.12.2014	Technical	If such goods or services are produced or available from a single provider only	Bell Equipment	Repair TLB	31 143.48
70007112	11.12.2014	Technical	If such goods or services are produced or available from a single provider only	Tshwane Truck and Bus cc	Repair Tipper Truck HSSM 603 NW	26 520.00
70007087	05.12.2014	LED	If such goods or services are produced or available from a single provider only	Serodumo SA Rona Bricks	Bricks	27 000.00
	Grand Total					R104 687.90

DEVIATION REPORT FOR JANUARY 2014/2015

Voucher No	Date	Department	Reasons for deviation	Company Name	Description of goods/services	Amount
70007219	20.01.2015	EXCO & Council	Emergency	Rametse Express Tour	Buses for prayer day held at Wonderpark stadium(Marikana)	47 500.00
70007273	20.01.2015	Human Resourcel	Emergency	Whoodoo Media and Advertising	Advertisement of post	32 772.90
	28.01.2015	Technical	Emergency	Electrical Services	Mosate Technology and Projects	17 500.00
	Grand Total					R97 772.90

DEVIATION FOR FEBRUARY 2014/2015

	Date	Department	Reasons for deviation	Company Name	Description of goods/services	Amount
70007338	27.02.2015	HR &Corporate services	Acquisition of animal for zoos and/or nature and game reserves	Bela-Bela Lodge	Conference for budget review Lekgotla 2014-2015	R62 542.00
70007353	24.02.2015	Technical	If such goods or services are produced or available from a single provider only	Joshua West Strategic Business Information	Technical report writing skills training	R15 957.72
	Grand Total					R78 499.72

DEVIATION FOR MARCH 2014/2015

Voucher No	Date	Department	Reasons for deviation	Company Name	Description of goods/services	Amount
70007369	06.03.2015	Sports	Emergency	Karabo Peggy Trading and Projects	Purchase of 400 x T- Shirts and caps for fun-walk	R40 000.00
70007391	13.03.2015	BTO	If such goods or services are produced or available from a single provider only	University of Pretoria	Enrolment on Municipal Finance Management Programme	R144 666.00

Voucher No	Date	Department	Reasons for deviation	Company Name	Description of goods/services	Amount
70007389	13.03.2015	HR & Corporate	If such goods or services are produced or available from a single provider only	University of North West	Tuition fee BA degree programme	R152 940.00
70007435	13.03.2015	Sports	Emergency	Moretele gospel choir	Payment of prices for gospel choir competition	R12 500.00
70007389	13.03.2015	HR & Corporate	If such goods or services are produced or available from a single provider only	University of North West	Tuition fee	R39 300.00
70007407	18.03.2015	HR & Corporate	If such goods or services are produced or available from a single provider only	KGT Consulting	Additional 50 x employees on Moretele data-base smart HR	R170 329.30
70007408	18.03.2015	HR & Corporate	If such goods or services are produced or available from a single provider only	KGT Consulting	4 x boom gate repairs and set up readers travel	R63 064.80
70007406	19.03.2015	IDP/PMS	Emergency	Sithula Trading cc	Printing 300 x copies of municipal annual report	R196 239.60
70007406	20.03.2015	BTO	Ratify any minor breaches of the procurement processes by an official or committee acting in terms of delegated powers or duties which are purely of a technical nature	Human Communication	Advertisement of posts and addendum of tenders on newspaper	R16 793.11
70007411	20.03.2015	BTO	Ratify any minor breaches of the procurement processes by an official or committee acting in terms of delegated powers or duties which are purely of a technical nature	Job Vest Pty Ltd	Advertisement on citizen newspaper and city press	R12 819.72

Voucher No	Date	Department	Reasons for deviation	Company Name	Description of goods/services	Amount
70007444	27.03.2015	Technical	If such goods or services are produced or available from a single provider only	Dunlop t/a Hammanskraal	Payment for tyre FDG 062 NW	R12 072.60
70007494	30.03.2015	MM office	Emergengy	Matima Projects Management	Marquee tent for the event	R49 875.00
	Grand Total					R910 600.13

NON COMPLIANCE REPORT FOR APRIL 2014 - 2015

Voucher No	Date	Department	Nature of Transgression	Company Name	Description of goods.services	Amount
70007560	21.04.2015	HR & Corporate	Emergency	Mosate Technology and Projects	Repairs of electrical fault at main building	R26 500.00
70007598	24.04.2015	HR & Corporate	Emergency	Mosire Tsiane Attorney	Legal opinion given to the Moretele Local Municipality	R95 760.00
70007597	24.04.2015	HR & Corporate	Emergency	Malose Matsaung Attorney	Rendered legal opinion to Moretele Local Municipality	R108 300.00
70007594	29.04.2015	Technical	Emergency	Green 8 Trading & Projects	Repairs and maintenance of High Mast Lights	R5597.40
70007532	21.04.2015	Technical	If such goods or services are produced or available from a single provider only	Bell Equipment	Service and repairs of HRB 353NW	R14 729.70
70007526	21.04.2015	Technical	Emergency	Khuduyane Quigley	Unbloking of manholes	R57 456.00
	Grand Total					R308 343.10

NON COMPLIANCE REPORT FOR MAY 2014-2015

	Date	Department	Nature of Transgression	Company Name	Description of goods and services	Amount
70007625	04.05.2015	EXCO & Council	Emergency	Macbetle Trading Enterprise	Transport to council meeting	R14 300.00
70007640	08.05.2015	HR & Corporate	Emergency	Ramothwala Attorneys	Professional legal services rendered to Moretele Local Municipality	R79 800.00
70007631	08.05.2015	LED	Emergency	K.C Mabatle Transport	Transportation for 10 SMMES to Klerksdorp	R7000.00
70007666	20.05.2015	HR & Corporate	If such goods or services are produced or available from a single provider only	University of Pretoria	Tuition fee for 31 councilors	R814 233.60
70007686	22.05.2015	EXCO & Council	In any other exceptional case where it is impractical or impossible to follow the official procurement processe	Rofika Trading and Projects 155	Purchase of still water for municipal demarcation board public engagement	R2500.00
70007670	22.05.2015	EXCO & Council	In any other exceptional case where it is impractical or impossible to follow the official procurement processe	Mojula Construction and Projects	Purchase of still water for municipal demarcation board public engagement	R2500.00
70007723	29.05.2015	Technical	If such goods or services are produced or available from a single provider only	Whoodoo Media and Advertising	Correction of date to public advertisement	R3163.50
	Grand Total					R923 497.10

NON COMPLIANCE REPORT JUNE 2014-2015

Voucher No	Date	Department	Nature of Transgression	Company Name	Description of goods and services	Amount
70007743	02.06.2015	BTO	If such goods or services are produced or available from a single provider only	Potchefsstroom Campus	Bursary Tuition Fees	R25 115.00
70007846 70007847	02.06.2015	Technical	If such goods or services are produced or available from a single provider only	Tshwane Trucks	Service and repairs of HSM 670nw	R5830.15
70007813	02.06.2015	Technical	If such goods or services are produced or available from a single provider only	Tshwane Trucks	Service and repairs	R10 839.75
70007742	02.06.2015	EXCO & Council	If such goods or services are produced or available from a single provider only	Lexis Nexis	Purchase of 50 x local government library set	R34 547.47
70007777	10.06.2015	Technical	If such goods or services are produced or available from a single provider only	Whoodoo Media and Advertising	Tender advert for IDS and LED projects	R28 471.50
70007775	10.06.2015	Communication	If such goods or services are produced or available from a single provider only	Phonebook Company Pty Ltd	Advertising and mobile listing on directory and web	R47 811.60
70007810	11.06.2015	HR & Corporate	Emergency	Huge PC	Sever repairs	R5244.00
70007807	19.06.2015	IDS/PMS	If such goods or services are produced or available from a single provider only	Sithula Trading cc	Printing of Annual reports	R194 720.34
70007803	19.06.2015	BTO	If such goods or services are produced or available from a single provider only	Government Printers Work	Promulgation of resolution levy	R3430.19
	22.06.2015	HR & Corporate	Emergency	Mosire Tsiane	Render a final legal opinion to MLM	R56 259.00

70007832				Attorneys		
70007831	22.06.2015	HR & Corporate	Emergency	Malose Matsaung Attorneys	Render a final legal opinion to MLM	R55 000.00
	23.06.2015	HR & Corporate	If such goods or services are produced or available from a single provider only	South African Society of Archivists	Registration fees for attending Archival Conference on National Archival and records	R8250.00
70007838	25.06.2015	Technical	If such goods or services are produced or available from a single provider only	Whoodoo Media and Advertising	Erratum to newspaper(construction of ward 1 community hall)	R4327.67
	Grand Total					R479 846.67

2.12.6 Logistics and disposal management

The system of logistics management deals mainly with the following aspects:

- The placing of manual orders for all acquisitions other than those from petty cash; and
- Before payment is approved, certification by the responsible officer that the goods and services has been received or rendered.

No disposal of goods, items or any inventory items were undertaken during the 2014/15 financial year.

2.13By-Laws and policies

Section 11 of the MSA gives a Council the executive and legislative authority to pass and implement by-laws and policies.

2.13.1 List of by-laws developed/reviewed

The Municipality has not developed or reviewed any bylaws during the 2014/2015 financial year.

2.13.2 List of policies developed/reviewed

The Municipality has not developed new policies or reviewed any existing policies during the 2014/15 financial year.

2.14 Municipal Websites

The website address of the Municipality is www.moretele.org.za The website should be an integral part of a municipality's communication infrastructure and strategy. It serves as a tool for community participation, improves stakeholder involvement and facilitates stakeholder monitoring and evaluation of municipal performance.

In term of section 75 of the MFMA and section 21A of the MSA the accounting officer (municipal manager) must ensure that certain documents must be published on the above-mentioned website of the Municipality. The checklist in the table below indicates compliance with s.75 of the MFMA and s.21A of the MSA.

Table Checklist on documents to be published on Municipality's website

It is required by s.75((2) that the above-mentioned documents be placed on the website of the Municipality not later than five (5) days after its tabling in the council or on the date on which it must be made public, whatever occurs first.

Documents published on the website	Yes/No
Mission & Vission	Yes
Council Minutes	Yes
IDP	Yes
Budget	Yes
Reports	Yes
Policies	Yes
Acts	Yes
Awarded Tenders	Yes
Contracts	Yes
Notice/registers	Yes

2.15 Communication

Local government has a legal obligation and a political responsibility to ensure regular and effective communication with the community. The Constitution of the Republic of South Africa, Act 108 of 1996 and other statutory enactments all impose an obligation on local government communicators and require high levels of transparency, accountability, openness, participatory democracy and direct communication with the communities to improve the lives of all.

The communities, on the other hand, have a right and a responsibility to participate in local government affairs and decision-making and ample provision is made in the above-mentioned legislation for the to exercise their rights in this respect. Our democratic government is committed to the principle of Batho Pele and this, in simple terms, means that those elected to represent the community (councillors) and those who are employed to serve us (officials must always put (the) people first in what they do).

South Africa has adopted a system of developmental local government, which addressed the inequalities, and backlogs of the past while ensuring that everyone has access to basic services, to opportunities and an improved quality of life.

To be successful, communication must focus on the issues that are shown to impact on the residents' perceptions, quality of service, value-for-money and efficiencies. They should ideally endeavour to close the communication-consultation loop, in other words tell people how they can have a say and demonstrate how those who have given their views have had a real impact.

Below is a communication checklist that indicates the compliance with the communication requirements.

Table Communication checklist

Communication activities	Yes/No
Communication unit	Yes
Communication strategy	Yes(draft strategy)
Communication policy	Yes
Customer satisfaction surveys	Yes
Functional complaint management systems	Yes
Newsletters distributed at least quarterly	Yes

* The newsletter is **Kgatelo Pele**

2.16 Oversight committees and structure

2.16.1 Audit committee

(a) Responsibilities of the Audit Committee

Section 166(2) of the MFMA states that an audit committee is an independent advisory body which must –

(a) advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality on matters relating to –
- Internal financial control;
- risk management;
- performance management; and
- effective governance.

(b) Functions of the Audit Committee

The Audit committee have the following main functions as prescribed in section 166(2) (a) to (e) of the Municipal Finance Management Act 56 of 2003 and the Local Government: Municipal Planning and Performance Management Regulations of 2001:

- To advise the Council on matters related to compliance and effective governance;
- To review the annual financial statements to provide council with an authoritative and credible view of the financial position of the municipality, its efficiency and its overall level of compliance with the MFMA, the annual Division of Revenue Act (DoRA) and other applicable legislation;
- Respond to the Council on any issues raised by the Auditor-General in the audit report;
- To review the quarterly reports submitted to it by internal audit;
- To evaluate audit reports pertaining to financial, administrative and technical systems;
- To submit reports to council, at least twice during a financial year;
- To review the performance management system and make recommendations in this regard to council;
- To identify major risks to which council is exposed and determine the extent to which risks have been minimised;
- To review the annual report of the municipality;
- To review the plans of the Internal audit function and in so doing ensure that the plan addresses the high-risk areas and ensure that adequate resources are available;
- To provide support to the internal audit function;
- To ensure that no restrictions or limitations are placed on the internal audit section; and

- To evaluate the activities of the internal audit function in terms of their role as prescribed by the MFMA.

The municipality has with effect from 05th March 2014 approved for the establishment of own audit committee.

(c) Members and meetings of the Audit Committee

Name of member	Capacity	Number of meetings attended	Meeting dates
Advocate Letsepe Thubakgale	Audit Committee Chairperson	7	-27/08/14 -31/10/14 -21/01/15 -25/03/15 -24/04/15 -11/05/15 -01/06/15
Mr Charles Motau	Audit Committee Member	5	-27/08/14 -31/10/14 -25/03/15 -24/04/15 -01/06/15
Mr Lehlohonolo Majake	Audit Committee Member	0	
Mr Nkateko Mabunda	Audit Committee Member	7	-27/08/14 -31/10/14 -21/01/15 -25/03/15 -24/04/15 -11/05/15 -01/06/15

2.16.2 Internal auditing

(a) Responsibilities and functions of internal auditing

Section 165(2)(a) and (b)(iv) of the MFMA requires that:

The Internal audit unit of a municipality must –

(a) prepare a risk based audit plan and an internal audit program for each financial year; and

(b) advise the accounting officer and report to the audit committee on the implementation on the internal audit plan and matters relating to:

(i) internal audit;

(ii) internal control;

(iii) accounting procedures and practices;

(iv) risk and risk management;

(v) performance management;

(vi) loss control; and

(vii) compliance with the MFMA, the annual Division of Revenue Act (DoRA) and any other applicable legislation;

(c) perform other duties as may be assigned to it by the accounting officer.

(b) The structure of internal auditing

The Municipality has an internal audit function headed by a Manager that is supported by an Internal Auditor and an Assistant Internal Auditor.

(c) Annual audit plan

Focus Area	Start date	End Date	Report Date	Completed Yes/No
Human Resource Management Audit	14/4/2014	30/7/2014	11/8/2014	Yes
Occupational Health and Safety Audit	21/8/20014	28/10/2014	27/10/2014	Yes

Fleet Management Audit	20/8/2014	30/9/2014	9/10/2014	Yes
Audit of Performance Information(1st Q)	20/10/2014	13/1/2015	16/1/2015	Yes
Assessment on Risk Management Implementation	8/1/2015	14/1/2015	14/1/2015	Yes
Audit of Performance Information(2nd Q)	27/1/2015	20/2/2015	27/02/2015	Yes
Supply Chain Management and Expenditure Audit	28/1/2015	20/4/2015	22/4/2015	Yes
Audit of Performance Information(3rd Q)	15/4/2015	27/5/2015	29/5/2015	Yes
Follow-up audits	1/6/2015	13/7/2015	15/7/2015	Yes

2.16.3 Municipal Public Accounts Committee

Municipalities have to establish Municipal Public Accounts Committees (MPAC) in terms of the provisions of the Local Government Municipal Structures Act 117 of 1998 and the Municipal Finance Management Act 56 of 2003 to serve as an oversight committee to exercise oversight over the executive obligations of council. The MPACs will assist council to hold the executive and municipal entities to account, and to ensure the efficient and effective use of municipal resources. By so doing, the MPAC would help to increase council and public awareness of the financial and performance issues of the municipality and its entities.

The table below indicates the members of the MPAC and the dates on which the Committee met in the last quarter of 2014/2015.

NAME OF MPAC MEMBERS	NUMBER OF MEETINGS HELD	NUNBER OF MEETINGS ATTENDED	NUMBER OF MEETINGS ABSENT	APOLOGY TENDEREDE AND ACCEPTED
1. CLR MAHLOMOLA KAU	14	13	01	✓

2. CLR GLADYS MAKHATHOLELA	14	12	02	✓
3. CLR YVONNE MOTSELELE	14	07	07	✓
4. CLR SALOME MATHATO	06	05	01	✓
5. CLR TSHOLOFELO NGOBENI	14	07	07	✓
6. CLR PATRICK MABENA	06	06	00	NONE
7. CLR HOSEA RAPHOLO	06	03	03	✓
8. CLR THOMAS RAMPOU	14	10	4	✓
9. CLR PETER LETLHABI	06	06	00	

(a) Findings of the MPAC

Based on the fourth quarter report the following findings were made by the MPAC

- ✓ Unauthorised, irregular, fruitless and wasteful expenditures were not dealt with in terms of the MFMA section 32
- ✓ Legal cases dating back to 2007 were not dealt with for council to get closure on them.
- ✓ The issue of records management is still recurring and has not been addressed to date as captured in the auditor general's report
- ✓ There is still lack of internal controls
- ✓ Lack of compliance with the supply chain regulations
- ✓ There is no consequence management
- ✓ Asset management is still a problem in the municipality.
- ✓ On-going investigations in the supply chain unit done by the SIU, HAWKS and SAPS, on the same allegations.

Chapter 3

SERVICE DELIVERY PERFORMANCE

This chapter provides an overview of the key service achievements of the municipality that came to fruition during 2014/2015 in terms of the deliverables achieved compared to the key performance objectives and indicators in the IDP. It furthermore, includes an overview on achievement in 2013/14 compared to actual performance in 2014/2015.

3.1 OVERVIEW OF PERFORMANCE WITHIN THE ORGANISATION

Performance management is a process which measures the implementation of the organisation's strategy. It is also a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the municipality.

At local government level performance management is institutionalized through the legislative requirements on the performance management process for Local Government. Performance management provides the mechanism to measure whether targets to meet its strategic goals, set by the organisation and its employees, are met.

The Constitution of S.A (1996), section 152, dealing with the objectives of local government paves the way for performance management with the requirements for an "accountable government". The democratic values and principles in terms of section 195 (1) are also linked with the concept of performance management, with reference to the principles of inter alia:

- the promotion of efficient, economic and effective use of resources,
- accountable public administration
- to be transparent by providing information,
- to be responsive to the needs of the community,
- and to facilitate a culture of public service and accountability amongst staff.

The Municipal Systems Act (MSA), 2000 requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act (MFMA) requires the Integrated Development Plan (IDP) to be aligned to the municipal budget and to be monitored for the performance of the budget against the IDP via the Service Delivery and the Budget Implementation Plan (SDBIP).

In addition, Regulation 7 (1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that "A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players." Performance management is not only relevant to the organisation as a whole, but also to the individuals employed in the organization as well as the external service providers and the Municipal Entities. This framework, inter alia, reflects the linkage between the IDP, Budget, SDBIP and individual and service provider performance.

3.1.1 Legislative requirements

In terms of section 46(1)(a) a municipality must prepare for each financial year a performance report reflecting the municipality's and any service provider's performance during the financial year, including comparison with targets of and with performance in the previous financial year. The report must, furthermore, indicate the development and service delivery priorities and the performance targets set by the municipality for the following financial year and measures that were or are to be taken to improve performance.

3.1.2 Organisational performance

Strategic performance indicates how well the municipality is meeting its objectives and which policies and processes are working. All government institutions must report on strategic performance to ensure that service delivery is efficient, effective and economical. Municipalities must develop strategic plans and allocate resources for the implementation. The implementation must be monitored on an ongoing basis and the results must be reported on during the financial year to various role-players to enable them to timeously implement corrective measures where required.

This report highlight the strategic performance in terms of the municipality's Top Layer Service Delivery Budget Implementation Plan (SDBIP), high level performance in terms of the National Key Performance Areas, performance on the National Key Performance Indicators prescribed in terms of section 43 of the Municipal Systems Act, 2000 and an overall summary of performance on a functional level and in terms of municipal services.

3.1.3 The performance management system followed for 2014/15

(a) The Performance Management Framework

The municipality adopted a performance management policy was approved by Council on the 30th May 2014.

(b) The IDP and the budget

The IDP and Budget was reviewed for 2014/2015 was approved by Council through item: MLM 10108-05-2014 on the 30th May 2014. The IDP process and the performance management process are integrated. The IDP fulfils the planning stage of performance management. Performance management in turn, fulfils the implementation, management, monitoring and evaluation of the IDP.

(c) The Service delivery and Budget Implementation Plan

The organisational performance is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels.

The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business process of the municipality is implemented. It also allocates responsibility to directorates

to deliver the services in terms of the IDP and budget. The MFMA Circular No.13 prescribes that:

- The IDP and budget must be aligned
- The budget must address the strategic priorities
- The SDBIP should indicate what the municipality is going to do during next 12 months
- The SDBIP should form the basis for measuring the performance against goals set during the budget /IDP processes.

The SDBIP were prepared as described in the paragraphs below and the Top Layer SDBIP approved by the Mayor as required by applicable legislation.

i. Top Layer SDBIP (municipal scorecard)

The municipal scorecard (Top Layer SDBIP) consolidate service delivery targets set by Council / senior management and provide an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities. Components of the Top Layer SDBIP include:

- One-year detailed plan, but should include a three-year capital plan
- The 5 necessary components includes:
- Monthly projections of revenue to be collected for each source
- Expected revenue to be collected NOT billed
- Monthly projections of expenditure (operating and capital) and revenue for each vote
- Section 71 format (Monthly budget statements)
- Quarterly projections of service delivery targets and performance indicators for each vote
- Non-financial measurable performance objectives in the form of targets and indicators
- Output NOT input / internal management objectives
- Level and standard of service being provided to the community
- Ward information for expenditure and service delivery
- Detailed capital project plan broken down by ward over three years

Top Layer KPI's were prepared based on the following:

- Key performance indicators (KPI's) for the programmes/activities identified to address the strategic objectives as documented in the IDP;
- KPI's identified during the IDP and KPI's that need to be reported to key municipal stakeholders.
- KPI's to address the required National Agenda Outcomes, priorities and minimum reporting requirements; and
- The municipal turnaround strategy (MTAS).

It is important to note that the municipal manager needs to implement the necessary systems and processes to provide the POE's for reporting and auditing purposes.

ii. Departmental SDBIPs (scorecard)

The directorate and departmental scorecards (detail SDBIP) capture the performance of each defined directorate or department. Unlike the municipal scorecard, which reflects on the strategic performance of the

municipality, the departmental SDBIP provide detail of each outcome for which top management are responsible for, in other words a comprehensive picture of the performance of that directorate/sub-directorate. It was compiled by senior managers for their directorate and consists of objectives, indicators and targets derived from the approved Top Layer SDBIP, the approved budget and measurable service delivery indicators related to each functional area.

KPI's were developed for Council, the Office of the Municipal Manager and for each Directorate. The KPI's were developed in such a manner that it:

- address the TL KPI's by means of KPI's for the relevant section responsible for the KPI's;
- include the capital projects' KPI's for projects by aligning the targets with the projected monthly budget and project plans;
- address the key departmental activities; and
- each KPI have clear monthly targets and are assigned to the person responsible for the KPI's.

(d) Actual performance

KPI owners report on the results of the KPI by documenting the following information:

- The actual results in terms of the target set;
- The output/outcome of achieving the KPI;
- The calculation of the actual performance reported. (If %);
- A performance comment; and
- Actions to improve the performance against the target set, if the target was not achieved.

It is the responsibility of every KPI owner to maintain a portfolio of evidence to support actual performance results updated.

3.1.4 Performance Management

Performance management is prescribed by chapter of the Municipal Systems Act, Act 32 of 2000 and the Municipal Planning and Performance Management Regulations, 796 of August 2001. Section 7(1) of the aforementioned regulation states that "A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the responsibilities of the different role players." This framework, inter alia, reflects the linkage between the IDP, Budget, SDBIP and individual and service provider performance. The municipality adopted a performance management framework that was approved by Council 30th May 2014.

(a) Organisational Performance

The organisational performance is monitored and evaluated via the SDBIP and the performance process can be summarised as follows:

- The Top Layer SDBIP was approved by the 28th July 2014.
- The section 72 report in prepared terms of the Municipal Finance Management Act, which was submitted to the Mayor on 23rd January 2015.

(b) Individual Performance Management

i. Municipal Manager and managers directly accountable to the Municipal Manager

The Municipal Systems Act, 2000 (Act 32 of 2000) prescribes that the municipality must enter into performance based agreements with the all s57-employees and that performance agreements must be reviewed annually. This process and the format are further regulated by Regulation 805 (August 2006). The performance agreements for the 2014/2015 financial year were signed during 28th July 2014 as prescribed.

For the period under review no evaluations were conducted as required by section of the Regulations 2006.

ii. Other municipal personnel

The municipality is in process of implementing individual performance management to lower level staff in annual phases.

3.2 INTRODUCTION TO STRATEGIC AND MUNICIPAL PERFORMANCE FOR 2014/15

3.2.1Strategic Service Delivery and Budget Implementation Plan (Top Layer)

The purpose of strategic performance reporting is to report specifically on the implementation and achievement of IDP outcomes. This section as stated in the IDP should provide an overview on the strategic achievements of a municipality in terms of the strategic intent and deliverables achieved IDP. The Top Layer (strategic SDBIP is the municipality's strategic plan and shows the strategic alignment between the different documents. (IDP, Budget and Performance Agreements).

In the paragraphs below the performance achieved is illustrated against the Top Layer SDBIP according to the 5 National Key Performance Areas (KPA) linked to the Municipal KPA's and IDP (strategic) objectives.

(a) Top Layer SDBIP – Municipal Basic Service Delivery

3.2.1.1 KPA: Basic Services

Technical Services

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programs Per KPI	Annual Budget (Vote No) Rands	Annual Expenditure Rands	Variance Rands	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
To ensure investment in infrastructure for improved access to basic services	% Improvement on blue drop status by target date	% Improvement on blue drop status by target date	Operational	-	-	Water quality level requiring improvement	70%	Not achieved	None	Results not released by department of water and sanitation	None **BS.1**
	% reduction in sanitation backlog by target date		R28 062 350.00	-	-	-	2806	Not achieved Progress -1705 reduced - 1,101 still needs to be done	None	None	None **BS.2**

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programs Per KPI	Annual Budget (Vote No) Rands	Annual Expenditure Rands	Variance Rands	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
	Number of additional households provided with water connections (RDP/ high level) by target date		R1 000 000.00	-	-	-	Reticulation for installation of yard connection in ward 7	Not achieved	None	Delay in Supply chain process	None **BS.1**
	Temba bulk water supply		R6 956 950.00	-	-	-	2x 6ml and 1 ml reservoir and 11.2km bulk line	Not achieved	None	Eskom connection and pipe tests delayed	None **BS.4**
	Reduce unaccountable water levels		R2 000 000	Reduce by 12%	-	New	Reduced by 12%	Not Achieved	None	Project not budgeted for this financial year	None **BS.2**
	Refurbishment of boreholes and non-functional scheme	Refurbishment of boreholes and non-functional schemes equipping of boreholes	R10 000 000.00 (DWA)	-	-	-	Refurbishment of boreholes and non-functional scheme around Moretele area	Not Achieved	None	Electrical connection still outstanding	Monthly report and application to Eskom
To ensure investment in infrastructure for improved access to basic services	Swartdam sewer plant maintained		2 114 060	-	-	-	The plant maintained monthly	Achieved	None	None	Quarterly reports **BS.6**
	Maintained water infrastructure through Magalies Water	Monthly maintenance reports	9 739 988	-	-	-	Infrastructure maintained	Achieved	None	None	Quarterly reports **BS.4**
	Kiloliters of water supplied through water tankering	As per the demand provided monthly	4 130 000	-	-	-	As per the demand provided monthly	Achieved	None	None	Water delivery reports **BS.7**

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programs Per KPI	Annual Budget (Vote No) Rands	Annual Expenditure Rands	Variance Rands	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
	Construction of water boreholes in the municipal premises	Boreholes constructed by Sept 2014	R200 000	-	-	-	Boreholes constructed by Sept 2014	Not Achieved	None	Appointed psp withdrawn the appointment	None
	Number of MIG/PIG performance monthly reports submitted	Monthly spending reports submitted 100% Spending	R99 541 000	-	-	2013/2014 100% spend on MIG	Monthly Spending reports, submitted 100% spending	Not Achieved	None	The original allocation was 100% spend\t and there were an additional 45m	Reports
	KMs of municipal internal roads paved by target date	KMs of municipal internal roads paved by target date	R 60 290 650.00	-	-	-	22, 81	Achieved	None	None	Completion certificate **BS.8**
	KM of municipal roads maintained by target date	KM of municipal roads maintained by target date	Operational	-	-	-	200 km	Not Achieved Progress: -50km maintained	None	Lots of breakdowns on current machineries	None
	Load provision per ward	Load provision per ward	Operational	-	-	-	1500	Not Achieved Progress: - 375 loads distributed	None	Lots of breakdowns on current machineries	None
To provide accessible roads to all communities	Yellow fleet purchased	Yellow fleet purchased	2 400 000	-	-	-	Yellow fleet purchased by Dec 2014	Not Achieved	None	Tender closed and there was no appointment	None
To ensure access to energy and public lighting	Number of household with access to basic electricity	Number of household with access to basic electricity	Implemented by Eskom R27 523 434.00			Ga-Moeka, Motla projects completed	1606 connections	Not achieved Progress: -1165 Connections made	None	Eskom's competency	None
	Number of	Number of	R2 000	-	-	-	62 high mast	Not Achieved	None	Delay in	None

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programs Per KPI	Annual Budget (Vote No) Rands	Annual Expenditure Rands	Variance Rands	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
	households with access to community lighting	households with access to community lighting	000.00				light	Progress: -8 high mast lights connected 54 high mast to be done		supply chain management processes.	
	Existing high mast lighting maintained	Existing high mast lighting maintained	1 681 500	-	-	Existing contact with external service provider	Maintenance undertaken on a need basis	1st amd 2nd Quarter targets were achived resulting in the exhaustion pof the budget. Full target Not Achieved	None	Limited budget	None

Community Development Services

Sports, Arts, Culture, Recreation and Library

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
To Increase the number of libraries within MLM	Facilitate the process of constructing new library at Mmotla	Write a letter to the department	DSAC	-	-	3	Ensure the building construction get started	Not Achieved	None	None	None
	Monitor the upgrading of Lebotloane Library	Site briefings attendance register/minutes of site briefing	DSAC	-	-	Existing structure	Completion of the project	Not Achieved	None	None	None
To develop strategies for the extensive use of	Develop and implement a marketing plan	Develop strategy for membership recruitment	Operational	-	-	New	Database of school libraries in MLM	Not achieved	None	None	None

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
libraries in MLM							developed				
		Develop strategy for membership retention	-	-	-	New	Membership engagement	Not Achieved	None	None	None
		Develop policies for users of library	-	-	-	New	Policy adopted by Council	Not Achieved	None	None	None
Develop partnership with library associations **Provision of recreation centres to various communities**	Renewal of affiliation to LIASA	Attend annual conference	-	-	-	LIASA affiliate	Affiliation to LIASA	Achieved	None	None	Membership application form **SACR.1**
	Upgrade the park	Purchase equipment for the park	100,000	-	-	Tladistad Park	Adequate equipment supplied				
	Upgrade Municipal gym, (Purchase gym equipment and maintenance of equipment)	Upgrade Municipal gym, (Purchase gym equipment and maintenance of equipment)	150,000	99,754.81	50,245.19	Municipal gym exist	Equipment purchased	Achieved	None	None	Invoice(s) **SACR.2**
	Provision of security to Mmotla recreation park (Installation of security fencing and purpose of equipment)	Installation of security fencing and purchase of equipment	150,000	149,000	1,000	New	Security fence installed and equipment procured	Achieved	None	None	Invoice(s) **SACR.3**
To promote mass participation in sports and recreation	Encourage elderly people to play sport	Initiate basketball and volleyball games for the oldies	15,000	-	-	2013/2014	3 Games	Achieved	None	None	Participants register **SACR.1**
	Encourage physical activeness to our communities	5 KM Fun Walk	80,000	125,420	45,420	2013/2014	3	Achieved	None	None	Participant register Invoice(s) **SACR.4**
	Conduct workshops for various	Athletics Volleyball Netball Soccer Boxing Indigenous	10,000	-	-	2013/2014	Conduct 8 workshops	Not Achieved	None	None	Invitation letter dated 2012

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
	sporting groups	games Roller-skating Ballroom dance									**SACR.4**
	Number of schools sports, art and culture events supported	Soccer Athletics and Music	-	-	-	2013/2014	2 school events	Not Achieved	None	Only letters from the schools requesting donations	Letters written by Schools **SACR.5**
	Support to team/ grounds provided	All sporting codes depending on request	-	-	-	2013/2014	8 teams / group supported	Not Achieved	None	Only letters from the schools requesting donations	Invitation letter **SACR.5**
To promote sports through Mayoral Cup Games	Support the organising team	Prepare the grounds for the games	150,000	-	-	2013/2014	Well organised event	Not Achieved	None	None	None
	Increased participation in sport and recreation	Soccer, volleyball and netball (poles) roller- skating and Indigenous games equipment	-	-	-	On going	Well-equipped sport and recreation facilities	Not Achieved	None	None	Confirmation from Bojanala district **SACR.6**
To provide Maintenance for all recreational facilities	Raise funds from willing donors	Approach various agencies for funding	-	-	-	On going	Business plans submitted to Lotto and NW Sports agency	Not Achieved	None	None	None
	Upgraded facilities	Greenifying of Makapanstad Stadium and installation of athletic tracks	100,000	56,635	43,365	New	Upgraded facility	Achieved	None	None	Invoice(s) **SACR.2**
	Renovation of Mmakaunyane Stadium	Installation of security fence	100,000	-	-	New	Renovated facility	Not Achieved	None	None	None
Promote mass participation in arts and culture	Sort out the problems of centre ownership	Sort out the problems of centre ownership	-	-	-	Matter referred to legal department	Decision on the ownership of the centre sorted	Not Achieved	None	None	None
To provide recreation centres to various	Attendance to Committee meetings	Host 4 official meetings	-	-	-	Matter referred to legal department	4 meetings	Not Achieved	None	None	None

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
communities											
To provide support to the Portfolio Committee	Promote mass participation in arts and culture	Number of workshops/events for art and culture groups conducted	R35.000	-	-	Events hosted during 2013/2014	6 Annual Cultural events to be hosted	Not Achieved	None	None	None

Social Services

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No) Rands	Annual Expenditure Rands	Variance Rands	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
To provide care and support to families To provide care and support services to persons with disabilities	Successful and well attended meetings by stakeholders	Stakeholders meetings	operational	-	-	2 Meetings in 2013/2014 year	4 meetings Annually	Achieved	None	None	Minute(s) of the meeting **CDS.1**
	Older persons meetings coordinated by MLM	Older persons meetings	-	-	-	1 Workshop on older persons rights conducted during 2013/14 year	4 Meetings Annually	Achieved	None	None	Minute(s) of the meeting **CDS.2**
	Strengthen support to people with disabilities	Support for people with disability	R20.000	-	-	20 Forum members	Create 4 clusters of 20 members each	Not Achieved	None	None	None
To support and strengthen early childhood	Number of ECD Centres registered as NPOs	Strengthening early childhood	Operational	-	-	130 ECD/Partial care facilities	Registration of 5 Centres as NPOs	Achieved	None	None	Reports

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No) Rands	Annual Expenditure Rands	Variance Rands	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
development services											
	Mobilize parents to enrol children at ECD Centres		Operational	-	-	-	Number of kids enrolled at ECD Centres	Not Achieved	None	None	None
	Audit the skills of ECD practitioners at Centres		Operational	-	-	-	Database of practitioners skills	Not Achieved	None	None	None
To establish and maintain clean public environment			R2, 755.200	-	-	280 Project workers	Cleaning initiatives in all wards undertaken (project employees reimbursed)	Achieved	None	None	Attendance register
	Working equipment and protective clothing provided	Working equipment and protective clothing provided	R200.000	R95.000	R105.000	2013/2014 equipment not enough	All resources procured	Achieved	None	None	Invoice(s)
	Clean environment in all areas	All wards in Moretele	Salary budget	-	-	-	Number of areas cleaned	Cleaning undertaken in all wards (Achieved)	None	None	Attendance register
Provision of cemetery services to communities	Council to take control of managing cemetery services		R20 000	-	-	New	Consultative Engagement with relevant stakeholders	Achieved	None	None	Attendance register
	Awareness on applicable legislation		R 10 000	-	-	None	Policy formulated	Not Achieved	None	None	None

Disaster Management

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
Disaster Risk Assessment conducted Disaster risk reduction conducted Integrated institutional capacity for Disaster Management; Developed Disaster response, recovery & rehabilitation	4 CBRA Conducted Prioritized risks	Basic Fire Fighting training for Ward committees: 8 Clusters Basic Fire Fighting Training	R24000	-	-	6 Villages	4 CBRA Ruigtesloot, Dikgophaneng, Bollantlokoe & Slaagboom	Achieved	None	None	Report **DM.1**
	4 awareness conducted	Community Based Risk Assessment	R51000	-	-	Ongoing	Conduct 4 Seasonal Disaster awareness Programs	Achieved	None	None	Attendance register and reports **DM.1**
	28 Ward based Disaster committee established	Disaster committee established	R30000	-	-	Poor Coordination of incident at village level	28 Ward based Disaster committee	Not Achieved	None	None	None
	Fire and disaster management program developed	Fire and disaster management program developed	35000	-	-	Ongoing	4 FPA meeting	Achieved	None	None	Attendance register and reports **DM.2**
	Conduct 3 Forum meetings and 1 Forum workshop	Meeting and forum conducted	59 393	-	-	-	3 meetings and 1 workshop	Not Achieved	None	None	None
	2 conferences attended	Support of disaster related victims	20000	-	-	None	2 conferences attended	Not Achieved	None	None	None

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
	Acquire tents as relief material	Moretele Fire Protection Association 3 meetings 1 MFPA AGM	45000		-	None	4 tents procured	Not Achieved	None	None	None
	Response to any incidences as they come	Disaster Management Advisory forum	Operational	-	-	Ongoing	Number of incidences attended	Achieved	None	None	Incident report **DM.1**

Leretlhabetse Thusong Services

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No) Rands	Annual Expenditure Rands	Variance Rands	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
To promote access to government services through Thusong Services Centre	Borehole Refurbishment	-	R70 000	-	-	-	Maintenance budget	Not Achieved	None	None	None
	Installation of main e doors and burglars		R50 000	-	-	-	Maintenance budget	Achieved	None	None	POE not provided
	Installation of secure steel palisade fencing.		R200 000	-	-	-	Maintenance budget	Not Achieved	None	None	None
	Exploration and identification of alternative		Operational	-	-	-	Operational	Not Achieved	None	None	None

	buildings to provide services to other areas.										
To document reports of various departmental services offered at the centre	Submission of Quarterly reports	-	-	-	-	-	Operational	Not Achieved	None	None	None

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No) Rands	Annual Expenditure Rands	Variance Rands	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
To promote basic health service at fixed and mobile clinics	Procurement and supply of chairs at 8 mobile centres	Procurement and supply of chairs at mobile clinics	-	6,320	(6,320)	New	80 chairs	Achieved	None	None	Invoice(s) **HS.3**
	Promote awareness programmes planned by department of health	Promote awareness of programmes planned by DOH	operational	11,099.36	(11,099.3)	2013/2014	8 health awareness campaigns	Achieved	None	None	Attendance register **HS.2**
	Some clinic services to be operated on a 24 hour basis	Selected Clinics to operate 24hours	operational	-	-	-	Extension of hours and additional visit days by mobile clinics	Not Achieved	None	None	None
Participate in monitoring and implementation of environmental health regulations	Conduct awareness campaigns to communities		Operational	-	-	Numerous initiatives undertaken	4 awareness campaigns conducted	Achieved	None	None	Report **HS.2**
	Illegal initiation schools prohibited from operating		Operational	-	-	None	Increase in the number of schools complying with regulations	Achieved	None	None	Report **HS.1**

Roads, Transport and Public Safety

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No) Rands	Annual Expenditure Rands	Variance Rands	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
To facilitate provision of municipal traffic safety	Operational traffic department	Operational traffic department	-	-	-	Authority to conduct DLTC granted	Installation of enatis cables	Not Achieved	None	None	None
	Recruitment and appointment of RA officials	Recruitment and appointment of RA officials	-	-	-	New	Appointed staff	Achieved	None	None	POE's not provided
	Support scholar patrol initiatives	Support scholar patrol initiatives	-	-	-	New	4 schools supported	Not achieved	None	None	None
	Joint coordination of safety campaigns with the Provincial Traffic and other agencies	Joint coordination of safety campaigns with the Provincial Traffic and other agencies	-	-	-	Campaigns conducted in 2013/14 financial year	3 awareness campaigns	Achieved	None	None	POE's not provided
To facilitate the fight against crime	Re-launch CPF structures and coordinate CSF meetings	-	-	-	-	Existing CPF and CSF structures	14 CPF structures launched	Achieved	None	None	POE's not provided
To promote partnership with transport stakeholders	Revive transport forums through regular	-	-	-	-	Transport forum	4 meetings	Not Achieved	None	None	None

	consultative meetings										

KPA: Financial Management and Viability

Budget and Treasury Office

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No) Rands	Annual Expenditure Rands	Variance Rands	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
To increase revenue collection on trading services and rates account by producing accurate billings	% growth in revenue collected	% growth in revenue collected	-	-	-	20%	45% growth in collection	Achieved	N/A	The water supply was affected since December 2013 until May 2014, where the COT restricted supply.	% of collected revenue (MFMA Budget vs. Actual reports) FM.2.1
	%35 collection on outstanding debt	%35 collection on outstanding debt	-	-	-	35%	15% collection on arrears amount (outstanding households xdebt)	Not Achieved	yes	The water supply was affected since December 2013 until May 2014, where the COT restricted supply.	In year reports and AG report
	No of households benefiting on indigent subsidy	No of households benefiting on indigent subsidy	R12424662	-	-	11 000 indigent households registered and benefit on free basic services	Additional 3500 indigent registered per annum	Not Achieved	yes	Process halted due budgetary constraints and only one official dealing with indigent	Indigent Register
	% of Grants spent allocated to BTO	% of Grants spent allocated to BTO	R2534000	-	-	100% spending in prior year 2012/13 FY	100% spending on conditional grants	Achieved	yes	N/A	Grant Registers and revenue reports

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No) Rands	Annual Expenditure Rands	Variance Rands	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
	% of Creditors Paid within 30 days	% of Creditors Paid within 30 days	R2534000	-	-	90% paid on time	100% of Creditors Paid within 30 days	Not Achieved	yes	Late submission of invoices from end user department	Creditors report
To avoid fruitless expenditure on interests charged on late payments To prepare budget and adhere to timelines as per section 16 and 14 of MFMA To implement supply chain policies and legislation on procurement of goods and services	Amount disclosed in year reports and AG report	Amount disclosed in year reports and AG report	Operational	n/a		90% paid on time	R0 amount on fruitless	Not Achieved	yes	Late submission of invoices from end user department	In year reports and AG report
	Proof of approval by Council	Proof of approval by Council	Operational	n/a		Approved budget 2015/16 FY by End Of May 2015	Approved budget 2015/16 FY by End Of May 2015	Achieved	yes	None	Proof of approval by Council
	Amount spent on irregular expenditure	Amount spent on irregular expenditure	Operational	n/a		Zero amount on irregular and unauthorized expenditure	Zero amount on irregular and unauthorized expenditure	Not Achieved	yes	Lack of cooperation from suppliers due to high fees of database registration. lack of clarity in specifying returnable documents	Irregular Register
To prepare and submit in-year reports in terms of section 71 and 72,	Proof of 12 months submission reports	Proof of 12 months submission reports	Operational	n/a		12 monthly in year reports 4 Section 56 reports -1 Section 72 report	12 monthly in year reports 4 Section 56 reports -1 Section 72 report	Achieved	n/a	None	Proof of submission/ acknowledgement of receipts
To prepare and submit GRAP compliant										None	
	Proof of submission of AG before end of August	Proof of submission of AG before end	R3,9 million			GRAP compliant annual financial	GRAP compliant annual financial	Achieved	n/a	n/a	Acknowledgement of AFS receipt.

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No) Rands	Annual Expenditure Rands	Variance Rands	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
annual financial statements to AG before the end of August and obtain unqualified AG report Compliance of asset register with GRAP requirements To address all audit finding by Internal and External Auditors		of August				statements submitted before 29th August 2014	statements submitted before 29th August 2014				
	Updated fixed assets register and no of reports for all quarterly reviews	Updated fixed assets register and no of reports for all quarterly reviews	R2 Million			Compliant and updated asset register with GRAP requirements	Compliant and updated asset register with GRAP requirements	Not Achieved	yes	Opening balances still poses risk due to unaccounted for assets. Lack of supporting documents to support assets.	Compliant Asset Register
Maintain sound and sustainable financial management on supply chain management	Reduced number of qualifications	Reduced number of qualifications	n/a			Implement action plan to address AG findings for 2013/14 and clear all qualifications matters	Implement action plan to address AG findings for 2013/14 and clear all qualifications matters	Not Achieved	yes	PPE- lack of supporting documents for prior year errors.	Audit Action plan
To ensure that ratios are within the National Treasury norms	Capital Expenditure to Total Expenditure	29%	n/a	n/a	n/a	45% on total expenditure of R395 M	45% on total expenditure of R395 M	Achieved	n/a	n/a	Financial Reports

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No) Rands	Annual Expenditure Rands	Variance Rands	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
To ensure that ratios are within the National Treasury norms	Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	2%	n/a	n/a	n/a	0.012%	25%	Not Achieved	yes	Assets are still in a favourable condition	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year reports, IDP and AR
To ensure that ratios are within the National Treasury norms	Net Operating Surplus Margin	20%	R73,9 million			33	25%	Achieved	n/a	N/a	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year reports, IDP and AR
To ensure that ratios are within the National Treasury nor To ensure that ratios are within the National Treasury norms	Remuneration as % of Total Operating Expenditure	6%	28.6 million			20%	3% spend	Not Achieved	yes	Wanter services resulted in overspending on the water tinkering services	Financial Reports
To ensure that ratios are within the National Treasury nor	Own funded capital expenditure(internally generated	1%	10,1 million			10%	25%	Not Achieved	yes	Budget was revised to R 6,980 redirected funds to another project.	Financial Reports

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No) Rands	Annual Expenditure Rands	Variance Rands	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
To ensure that ratios are within the National Treasury norms	funds+ borrowings)										

KPA: Local Economic Development

Economic Development and Planning

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No) Rands	Annual Expenditure Rands	Variance Rands	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
To promote and develop Local Economic Development	Renovations of Ngobi Bakery	Renovating Ngobi Bakery	R190 000	R92,831.19	R97,168.81	Existing building	Renovation of the Bakery by Dec2014	Achieved	None	None	Electricity supply agreement & reports **LED.1**
	Number of municipal markets stalls developed by September 2014	Makapanstad stalls	R110 000	R103,115.07		Makapanstad Stalls	Electrification of the stalls	Achieved	None	None	Electricity supply agreement & reports **LED.2**
	LED Strategy aligned to the Provincial and National LED Strategy/Framework developed by target date	LED Strategy aligned to the Provincial and National LED Strategy/Framework developed by target date	R740 000	-	-	Led Strategy and Growth and Development strategy developed	Review and the adoption of the Led Strategy by September 2014	Not Achieved	None	Procurement process under way	None
	Number of municipal LED intergovernmental platforms convened by target date	Number of municipal LED intergovernmental platforms convened by target date	R100 000	-	-	-	Re-establish Led Forums by July 2014	Not Achieved	None	Preparation meeting with all the units and launching	None
	Number of work opportunities created through CWP by target date	Community Work Programme	R9000	-	-	955 and the programme is in progress	955 opportunities created	Achieved	None	None	Participants register **LED.3**

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No) Rands	Annual Expenditure Rands	Variance Rands	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
	Number of work opportunities created through EPWP by target date	Creating job for communities	-	-	-	Report in the Technical department	1963 jobs created	Achieved	None	None	Participant's register **LED.4**
	Number of jobs created through other municipal initiatives such as infrastructure projects by target date		-	-	-	-	550 job opportunities created by June 2015	Not Achieved	None	None	None
	No of new formal enterprises established					140 enterprises established	100 enterprise developed	Not Achieved	None	None	None
To promote and enhance the protection and maintenance of a clean and healthy municipal environment	Appointment of the main contractor Appointment of the Environmental Officer	Waste collection in all wards	R12m	-	-	The project is running and the advert for the main contractor	Waste collection in all areas of the Municipality and the appointment of the service provider	Achieved	None	None	Appointment letter, Payment certificates **LED.5**
	Installation of bins	Waste bins to be installed in all 28 wards	R200 000	R180 500	R19,500	New	20 installed bins	Achieved	None	None	Invoice(s) **LED.6**
	Closed borrow-pits, by-laws and sign boards	Closed borrow-pits, by-laws and sign boards	R300 000	-	-	Number of open borrow-pits	4 borrow-pits closed	Achieved	None	None	Report & pictures taken **LED.8**

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No) Rands	Annual Expenditure Rands	Variance Rands	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
	Report of the camp	Report of the camp	R200 000	-	-	New	To hold one Environmental Camp by Sept 2014	Not Achieved	None	Funds were re-directed to other projects and programmes.	None
To promote tourism development	Land ownership Funding No dedicated personnel	Land ownership Funding No dedicated personnel	-	-	-	1st and 2nd phases completed	Refurbishment of the Seutelong River park	Not Achieved	None	None	None
	No strategy in place	Tourism Strategy	R300 000	-	-	New	Developed and adopted strategy	Not Achieved	None	None	None
To promote, develop and expose local SMME's	Adopted and promulgated SMME development by-laws	Adopted and promulgated SMME development by-laws	R300,000	-	-	Draft by-laws	Developed and promulgated by-laws by Dec 2014	Not Achieved	None	None	None
	Number of SMME SMME's trained	Number of SMME SMME's trained	R200 000	-	-	Over 100 SMME's trained	100 SMME's to be trained	Not Achieved	None	None	None
	Adopted SMME policy	Adopted SMME policy	R250 000			New	Development and adoption of the Policy by March 2015	Not Achieved	None	None	None
To promote and support agricultural development	Agriculture Strategy Developed and adopted strategy		R300 000	-	-	Led Strategy growth and Development strategy developed	Review and the adoption of the Led Strategy by September 2014	Achieved	None	None	Reports **LED.11**

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No) Rands	Annual Expenditure Rands	Variance Rands	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
	Capacitating and support to Agriculture business	Temo Ke Lefa, Sedimogang, Mokgaga farming and Baruakgomo	R700 000	-	-	Over 30trained	4 projects to be funded Lefa and Baruakgomo cooperative	Achieved	None	None	Reports & Invoice(s) **LED.15**
To promote land development initiatives and security of tenure	Formalization initiatives undertaken	Formalization initiatives undertaken		-	-	-	5 areas to be formalized (Mogogelo, Kalkbank, Norokie, Moeka and Lebalangwe)	Not Achieved	None	None	None
	Transfer of land from the Department of Rural Development and Land Reform to the municipality	Transfer of land from the Department of Rural Development and Land Reform to the municipality	R200 000	-	-	No Land use Scheme in Place	Review of the Spatial Development Framework	Not Achieved	None	None	None

KPA: Institutional Development and Transformation

Human Resources and Corporate Services

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
Achieve Positive Employee Climate	Finalise Job Descriptions Conduct Job Evaluation	Finalise Job Descriptions Conduct Job Evaluation	2.5m	-	-	Some departments already completed their job descriptions	Embark on job evaluation process which will include finalization of job descriptions by Sep 2014	Achieved	n/a	n/a	Copies of the job descriptions HR (1).4
	Conduct Employee Satisfaction Survey	Conduct Employee Satisfaction Survey	-	-	-	New 2006 Team Building Exercise	Conduct employee satisfaction survey	Partly achieved	yes	None	Copy of Questionnaire issued HR (2).1
	Capacitate LLF (LLF tsoseletso)	Capacitate LLF (LLF tsoseletso)	-	-	-	Existing LLF	Capacity building for LLF by Aug 2014	Not Achieved	yes	None	Attendance register
	Development and Review HR Policies Personnel and Councillors Policy orientation	Development and Review HR Policies Personnel and Councillors Policy orientation	-	-	-	17 HR Policies adopted by Council in 2011. 2011 Policy orientation for Councillors.	HR policy development and review Employees & Councillors policy orientation by Sept 2014	Partly Achieved	yes	None	Council resolution adopting reviewed and developed policies HR (2).2
	HR master	HR master forms	R130.00	-	-	No	Develop HR	Achieved	n/a	n/a	Copies of the

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
	forms developed & approved by council	developed & approved by council				uniformity in HR forms	master forms by end of August 2014				HR Master Plan HR.1.3
To ensure a safe working environment	Conduct environmental risk assessment/ inspection	Conduct environmental risk assessment/ inspection	R386,790	-	-	New	Conduct risk assessment audit Nov 2014	Achieved	N/A	None	Risk assessment report HR.2.3
	Appointment of service provider to supply cleaning material & toilet amenities(2 years)	Appointment of service provider to supply cleaning material & toilet amenities(2 years)	-	-	-	New	Service provider appointed by Feb 2015	Not Achieved	yes	None	Copy of the SLA
	OHS Administrator Appointed	OHS Administrator Appointed	-	-	-	New	Appointment of OHS Administrator by Jan 2015	Not Achieved	yes	None	Appointment letter
	Installation and Maintenance of restroom equipment (e.g. SHE bin)	Installation and Maintenance of restroom equipment (e.g. SHE bin)	R150.000	-	-	New	Installation & maintenance of restroom equipment(e.g. SHE bin) by Nov 2014	Not Achieved	yes	None	Invoice on installations & service provider appointed for maintenance
To ensure	Source	Appointment of EAP Manager	-	-	-	New	Appointment of EAP officer by	Achieved	N/A	None	Appointment letter

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
employee Wellness	professional service on EAP						Aug 2014				HR2.7
Integrated Human Resources systems	Purchasing Oracle system for Development of Organizational Structure	Purchasing Oracle system for	R200.000	-	-	Purchase the system and training of user	Disciplinary training held by August	Achieved	N/a	None	Invoice of purchased system HR 2.4
To enhance and promote effective labour relations in the workplace.	Capacitate Managers and Directors on Disciplinary codes and procedures and Arbitration proceedings	Arbitration proceedings	R300.000	-	-	Disciplinary training held by August 2014	2014	Not Achieved	yes	None	Attendance register
Development of By-Laws	Develop relevant By-Laws	Develop relevant By-Laws	R250.000	-	-	By-Laws developed by Sept 2014	By-Laws developed by Sept 2014	Not Achieved	yes	None	Council resolution approving
Training of Exco on LLF Roles and responsibilities	Capable Exco on LLF Roles and responsibilities	Capable Exco on LLF Roles and responsibilities	R180 000	-	-	Continuity	LLF training held by Sept 2014	Not Achieved	yes	Target moved to 2015/2016 financial year	Reports
Training of the Local Labour Forum	Capacitate the LLF on the roles and responsibilities of the Forum	Capacitate the LLF on the roles and responsibilities of the Forum	R150 000	-	-	New	Workshop held by Dec 2014	Not Achieved	yes	Target moved to 2015/2016 financial year	Attendance register
Monitoring, evaluation &and enforcement of SLA	Appoint a service provider to workshop Snr managers on SLA drafting, monitoring,	Appoint a service provider to workshop Snr managers on SLA drafting, monitoring,	R200. 000	-	-	New	Workshop held by Dec 2014	Not Achieved	yes	None	Appointment Records

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
	evaluation and enforcement	evaluation and enforcement									
Disciplinary Hearings and Arbitrations	Purchase of recording and voice tracer devices	Purchase of recording and voice tracer devices	R150.000	R47,800	R102,200	New	Record voice tracer purchased Device	Achieved	None	None	Invoice(s) HR 2.3
Training on by laws with regard to monitoring and enforcement	By Laws to be monitored for enforcement	By Laws to be monitored for enforcement	R250.000	-	-	new	By Laws to be monitored for enforcement	Not Achieved	yes	None	n/a
Improve and refresh IT hardware and network infrastructure to ensure a state of the art IT environment for the Municipality.	A reputable IT Service provider appointed for 3 yrs to revamp IT infrastructure and give back up and technical know-how to current staff	A reputable IT Service provider appointed for 3 yrs to revamp IT infrastructure and give back up and technical know-how to current staff	R360.000	-	-	New.	Signing of SLA with Service provider by end of July 2014	Achieved	yes	Institutional challenges	Signed SLA copies
	Develop disaster recovery plan	Effective leave Management		-	-	New	Service Provider appointed to develop Disaster Recovery Plan by Sept 2014	Not Achieved	yes	The project has been moved to new 2015/2016	Copy of the Plan and SLA
Establish agreements on the leasing of IT licenses.	Licenses provided as and when required	Licenses provided as and when required	200.000	-	-	new	Service provider appointed by end Aug 2014	Achieved	n/a	n/a	Copy of the SLA HR. 2.8
Develop maintenance	Maintenance plan in place	Maintenance plan in place	200 00			new	SLA signed with service	Not Achieved	yes	Institutional challenges	Copy of the SLA

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
Plan for Municipal Power Generators							provider by Aug 2014				
Implementation of training of unemployed people	Approval of grants application from the Seta's	Approval of grants application from the Seta's	R4 500 000	-	-	Lgseta has approved discretionary grants for the unemployed for 2013/2014	Learnership in Apprenticeship, Community House Building and bursaries in Construction Engineering	Not Achieved	yes	None	Records
Capacitating of employees	Registration forms, Year End results available in personal files	Registration forms, Year End results available in personal files	450,000.00	-	-	15 currently enrolled at different institutions	Academic results submitted to the municipality	Not Achieved	yes	None	Records
Conducive and habitable Municipal Buildings that are compliant to the Buildings Act	All Municipal offices and buildings revamped and meeting the required building standards Revamp the old Mmampadi School to convert it into office	All Municipal offices and buildings revamped and meeting the required building standards Revamp the old Mmampadi School to convert it into office	2.5 m	-	-	New.	Revamp old Block L Mampadi School by Sept 2014	Not Achieved	yes	None	Reports
	Less overcrowded offices and offices shared comfortably	Less overcrowded offices and offices shared comfortably	n/a	-	-	New	10 new offices erected to alleviate overcrowded offices	Not Achieved	yes	None	
	Renovate all Municipal halls	Renovate all Municipal halls	n/a	-	-	New	Minimum 50% of all Municipal	Not Achieved	yes	None	Records

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
	and satellite Offices	and satellite Offices					Community halls and satellite offices repaired				
	Electrical status in terms of wiring in buildings conform to required standards and certified and service provider on as and when required basis	Electrical status in terms of wiring in buildings conform to required standards and certified and service provider on as and when required basis	n/a	-	-	New	Service provider appointed and SLA in place by October 2014	Not Achieved	yes	None	Records

Integrated Development Planning

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
To promote and enhance credible municipal planning	Credible and implementable IDP approved by Council		R450 000	-	-	2013/2014 IDP adopted	Draft IDP approved in March 2015 with final IDP approved by May 2015	Achieved	None	None	Council Resolutions Proof of submission to the MEC **IDP.1 (Given to AG)**
	2015/2016 Process plan approved						Process Plan approved by August 2014	Achieved	None	None	Copy of the plan Council Resolution **(Given to AG)**
	Number IDP Community consultations meetings held						4 Rep Forum meetings per each quarter	Achieved	None	None	Records of the Meetings **(Given to AG)**
							28 ward based community meetings by October 2014	Achieved	None	None	Minute(s) and attendance register **IDP.**

Performance Management

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
To promote and enhance performance and accountability	PMS policy and framework reviewed and approved and cascaded	PMS policy and framework reviewed and approved and cascaded	R750,000	-	-	2013/2014 Policies	Policy reviewed and implemented by 2014/2015	Achieved	None	None	Copy of the Report Council Resolution Cascading Programme Reports
	Performance Agreements signed	Performance Agreements signed				2013/2014 Performance Agreements	Aug-14	Achieved	None	None	Copies of the signed agreements **IDP2.1**
	Number of individual performance reviews conducted by target date	Number of individual performance reviews conducted by target date				New	Timely quarterly reports submitted	Not Achieved	None	None	None
	Approved SDBIP aligned to IDPs and budget by target date	Approved SDBIP aligned to IDPs and budget by target date				2013/2014 SDBIP	4 Trainings provided	Achieved	None	None	SDBIP, IDP and budget
	Number of SDBIP quarterly performance reports generated by target date	Number of SDBIP quarterly performance reports generated by target date					SDBIP approved by June 2014	Achieved	None	None	Reports **(Given to AG)**

						2012/2013 A{R submitted					Copy of the Report and council resolution
	Report on annual municipal performance developed in compliance with section 46 by target date	Report on annual municipal performance developed in compliance with section 46 by target date					by 31st January 2015	Achieved	None	None	Annual report
	Municipal Council oversight report submitted to MEC for Local Government by target	Municipal Council oversight report submitted to MEC for Local Government by target				2012/2013 AR	Oversight report finalized By 31st March 2015	Achieved	None	None	None
	Number of citizen satisfaction surveys conducted	Number of citizen satisfaction surveys conducted				New	2 surveys conducted	Not Achieved	None	None	None
	Performance Assessment and rewarding of non-section 57 employees	Performance Assessment and rewarding of non-section 57 employees				New	Quarterly assessments undertaken	Not Achieved	None	None	None
						New					Records

3.2.1.5 KPA: Good Governance and Public participation

Office of the Mayor

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
To promote accountability and good governance through Mayoral Outreach programs	To promote accountability and good governance through Mayoral Outreach programs	Mayoral Imbizo's	200,000	-	-	Five (5) held in 2012/13	Quarterly Imbizo's held	Achieved	None	None	Minutes, Reports & Attendance register **GGSP.1**
To promote Women and Youth Development	To promote Women and Youth Development	Launched forum	70,000	-	-	-	Strategy approved by October 2014	Achieved	None	None	Strategy document **GGSP.2**
	• Youth Summit held		70,000	-	-	Summit held on 12 July 2013	Youth Summit held by November 2014	Achieved	None	None	Attendance register **GGSP.3**
	• Woman and Gender Developme nt Strategy approved		60,000	-	-	Launched Forums	Gender development Strategy finalized by December 2014	Not Achieved	None	None	Attendance register **GGSP.4**
	• Women Summit held	Women Summit held	60,000	-	-	Profiling of disability support programmes not adequate	Women Summit held by February 2015	Achieved	None	None	Attendance register **GGSP.4**

Special Projects

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
To enhance Social cohesion and promotion of disability empowerment programmes	Disability and Moral Regeneration forum	Disability and Moral Regeneration forum	30,000	-	-	Local Aids Council recently launched and awareness of the chronic diseases not sufficient	Disability and moral Regeneration Forums established by September 2014	Achieved	None	None	Attendance register **GGSP.5**
	Local AIDS Council supported		50,000			Launched Council	LAC established buy Aug 2014	Achieved	None	None	Reports **GGSP.6**
Transversal Programmes	• Mandela Day Celebration held		80,000	-	-	Mandela Day Celebrated on the 18 July 2013	Annual Mandela Day held by July	Achieved	None	None	Attendance register and pictures **GGSP.7**
	• Mayor's Cup		80,000	-	-	Mayors cup tournament – finals held on the 22 March 2014	Annual Mayor's Cup Tournament held by Feb 2015	Achieved	None	None	Reports and minute(s) **GGSP.8**

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
	Public Bursary	Public Bursary	300,000	-	-	10 learners awarded registration fees	15 deserving learners allocated with bursaries by January 2015	Achieved	None	None	Reports and information of beneficiaries **GGSP.9**
To promote and enhance good governance intergovernmental relations	% of council resolutions implemented	% of council resolutions implemented	-	-	-		80% implementation per each quarter	Not Achieved	None	None	None

Communications

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
To promote & facilitate effective internal and external communication	Kgatelopele Newspaper Printed Monthly	Kgatelopele Newspaper Printed Monthly	R500 000			Current printing on an ad-hoc basis	Quarterly publications of Kgatelopele Newsletter	Achieved	None	None	POE's submitted
	Outside Broadcast Airtime purchased with reputable and wide access electronic media					New	Two sessions held	Not achieved	None	Lack of Budget	POE's not submitted
	Quarterly Media briefs held	Quarterly Media briefs held				1 held in 2012	4 media briefs held	1 Session held – target not fully achieved	None	None	POE's submitted
	Communication Strategy and Municipal Branding Launched	Communication Strategy and Municipal Branding Launched				New	Communication Strategy and Municipal Branding Launched by October 2014	Not Achieved	None	Not Launched	POE's not submitted
	Municipal Communication Strategy approved and implemented	Municipal Communication Strategy approved and implemented		Operational	-	Draft Strategy	Strategy finalized September 2014	Not Achieved	None	None	Draft Copy Submitted

Public Participation

Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
To promote and enhance good governance , public participation and intergovernmental relations	4 x 28 wards meetings. 2 Councillors and Secretaries Forum. workshops for ward committee		1,000,000	-	-	112 wards meetings. 2 ward councillors and Sectaries forum	1 community / ward meeting held per ward for each quarter	Achieved	None	None	POE not submitted
	12 wards committee meeting per annual		4,903,200	-	-	12 wards committee meeting per annual	12 meetings held by each ward committee	Achieved	None	None	POE not submitted
	4 IMBIZOs		1,000.000	-	-	4 Imbizos	4 Imbizo held quarterly	2 imbizoz held Target not fully achieved	None	None	POE not submitted
	Developing a full public participation strategy		Operational	-	-	Public participation strategy	Strategy developed and approved March 2015	Not Achieved	None	None	None
	Provision of stationary to all ward committees		80,000	-	-	Stationary of ward committees	Stationery provided per each ward committee quarterly	Not Achieved	None	None	None
	Training on CBP		Operational	-	-	2 ward trainings on CBP	Two CBP trainings provided	Not Achieved	None	None	None
	Anti-corruption policy &		Operational	-	-	Anti-corruption policy &	Ant-corruption strategy	Not Achieved	None	None	None

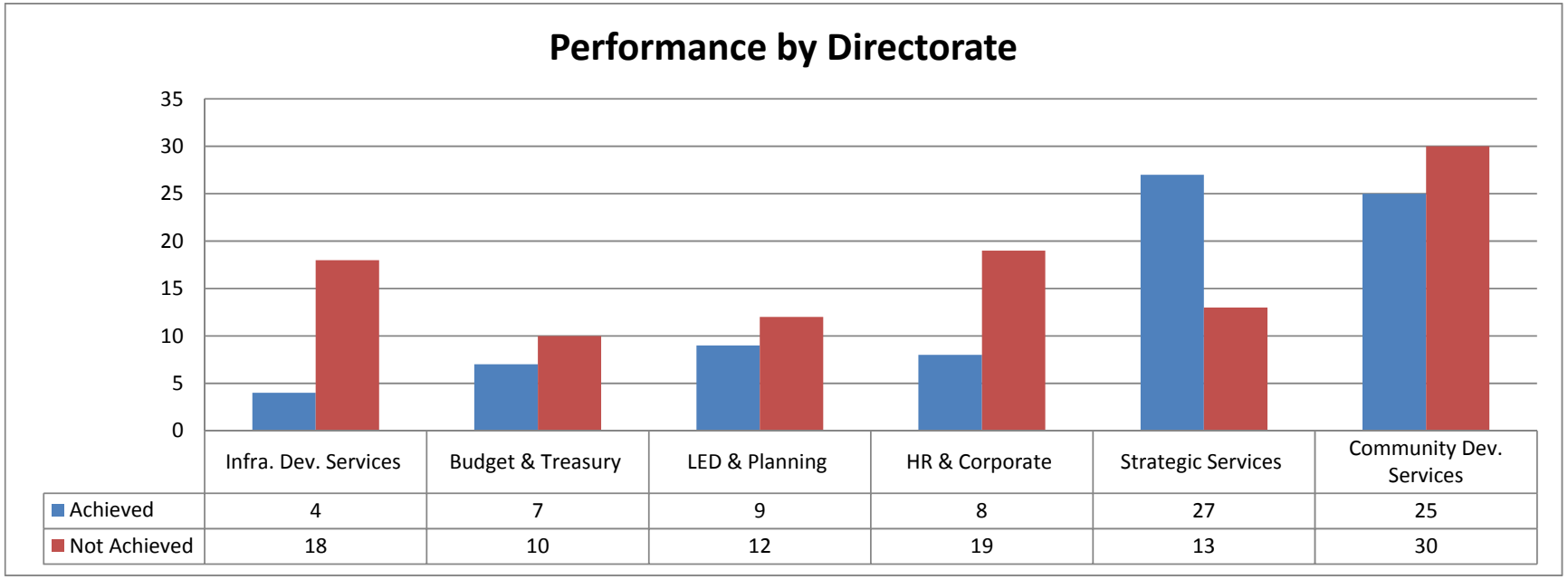
Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
	strategy implemented by target date					strategy	approved by March 2014				
	Number of Council meetings held	Number of Council meetings held	-	-	-		4 ordinary council meetings	2 Ordinary Councils held and 13 Special Councils held – Target not fully Achieved	None	None	POE's not provided
	Number of functional section 80 committees	Number of functional section 80 committees	-	-			Monthly portfolio meetings	42 meetings were held spread in only 5 portfolio committees - trarget not fully achieved	None	None	POIE's not achived
	Number of IGR and Corporate Governance forums facilitated effectively	Number of IGR and Corporate Governance forums facilitated effectively	-	-	-		Quarterly IGR meeting	Not Achieved	None	None	None

Internal Audit

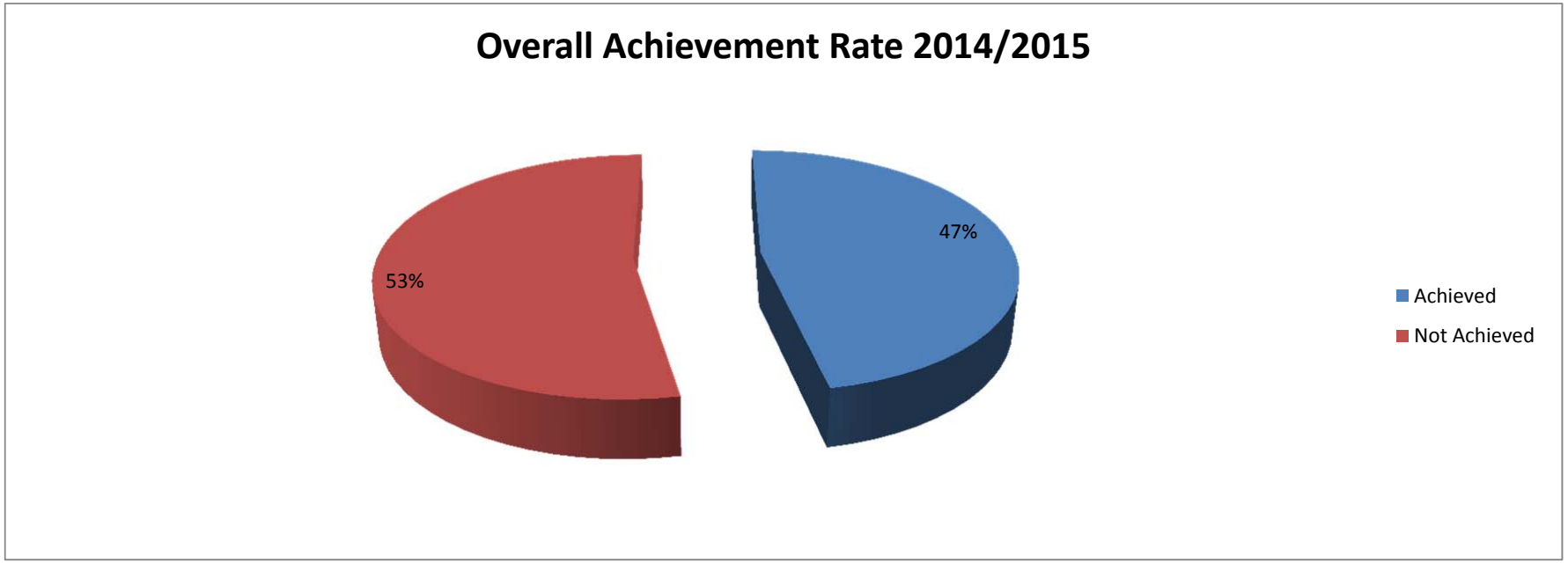
Strategic Objective	Key Performance Indicator (KPI) Indicator	Planned Projects / Programmes Per KPI	Annual Budget (Vote No)	Annual Expenditure	Variance	Annual Baseline 2013/14	Annual Target 2014/15	Actual Performance	Deviation/ Improvement	Reasons for Deviation / Improvement	Evidence
To Review Internal Audit Strategic Documents (Internal Audit Charter, methodology and Annual Plan)	Internal Audit strategic documents reviewed by July 2014	Internal Audit strategic documents reviewed by July 2014	Operational Budget	-	-	Internal Audit Documents and 1st Draft Internal Audit Plan submitted for review	Submission of Internal Audit strategic documents to the Audit Committee for Approval	Achieved	None	None	Approved documents **Soft copy emailed.**
To conduct all projects as per approved Annual Plan	Number of Internal Audit Reports issued by June 2015	Number of Internal Audit Reports issued by June 2015	Operational Budget	-	-	Three audits completed and two are still in progress	Submission of Internal Audit Progress Reports to the Audit Committee	Achieved	None	None	Minute(s) **AU.1**
To facilitate the sitting of the audit committee as required by legislation	Number of Audit Committee meeting held by June 2015	Number of Audit Committee meeting held by June 2015	R300,000	R135,118.29	R164,881.71	Two meetings have been held by the Audit Committee	Submission of Annual Schedule to AC for Approval	Achieved	None	None	Minute(s) **AU.1**
To Assist with the sitting of the Risk Management Committee meeting	Risk Management Documents reviewed by July 2014					Two meetings have been held by the Risk Management Committee	Approved and fully implemented Audit Plan	Achieved	None	None	Council resolution and risk management documents **AU.5**

To assist in developing risk management policy, framework and strategy	Risk Management Documents reviewed by July 2014	-	-	-	-	Reviewed risk Management strategy and framework by July 2014	Submission of Risk Management Documents to the Risk Management Committee	Achieved	None	None	Council resolution and risk management documents **AU.5**
To facilitate Risk Assessment Workshop	Risk report finalized by July 2014	-	-	-	-	Draft Risk register in place	Submission of Risk Register to the Risk Management Committee	Achieved	None	None	Risk management policy **AU.5**

Summurised Performance Assesment



	Infra. Dev. Services	Budget & Treasury	LED & Planning	HR & Corporate	Strategic Services	Community Dev. Services
Achieved	4	7	9	8	27	25
Not Achieved	18	10	12	19	13	30



The figure indicates that 47% of the planned targets were achieved as opposed to 53% that that were not achieved.

3.2.2 Service Providers Strategic Performance

Evaluation Criteria

The service providers are evaluated on a rating of 1 to 5 with 1 being poor and 5 being excellent. The assessment is done only on service providers that were appointed at a rand value exceeding R200 000. This is done to reflect the performance with emphasis on service delivery.	**Rating**
Patrick Makgoka Construction	3
Bagaphala Projects Trading cc	4
Seedi Development Projects	3
Bagaphala Projects Trading cc/Kago Consulting Engineers	4
Selby Construction	3
Rekhuditse Construction and cleaning services JV Babinatlou Trading and Projects	3
VNM Stemashan JV	3
Green 8 Trading and Projects cc	2
Pleroma	3
Altimax	3
Aseda Consulting	2
Battleshied Project	3
Blue Dot G Services	4
Bodibeng Consulting	3
Blue Sands Trading	3
Boffin and Fundi	4
Bokosi Projects	4
Business Connecxion	4
Capstan Trading	3
Corehire	3
CorpMD Inc	2
CV Chabane & Associates	4
Pale Olugu Attorneys	2
Disema Consulting	3
Makobatja Building	3
Ithembalethu Barivista	2
Kago Consulting	3
Manes Consulting	2
Map Leh Trading	3
Math Engineering CC	4
Matlhabane Trading	3
MCC Security	4
MER Consulting engineering	3
Maeshibe General Trading	2
Mosire Tsiane Attorneys	2
Ntombi Kabelo Thabo Civil works	3
Oryx Pipe	2

Paxiar Project	3
Rexus Trading	3
SA Mtsweni Construction	2
Seripele Trading	4
Silabele Trading	3
Siphetsile Consultants	3
Tarynebb	2
Technicrete	2
Tshola Tshedi Property	3
Triotic Protection Services	3
Netperis Electronics	4
Nakobatja Building	3
Nemorango Consulting	4
Mvelaphanda Management	3
Motshine Construction	4
Ubona Engineers	3
Unity Construction	3
Mintirho Business Enterprise	3
Waste Con	4
Zara Step	2
WR Projects	3
Masheleni Trading	3
Kamo Construction	3
Kuhle General Trade	3
Ducharme Consulting	3
Eldocrete	3
Enviro Options	2
Fawcett Security Services	1
Ikageng Web Solutions	3
Seroadime Consulting	3

3.2.3 Analysis of Municipal Functions

Municipal Function	Municipal Function Yes/No	Performance Analysis
Constitution Schedule 4, Part B functions		
Air Pollution	Yes	Not performed
Building Regulation	Yes	Not adequately performed
Child Care Facilities	Yes	Not performed
Electricity	No	DME / Eskom
Fire Fighting	No	Performed as part of the District function
Local Tourism	Yes	Performed though not optimally
Municipal Airport	Yes	Not performed.
Municipal Planning	Yes	Performed. IDP and other planning processes
Municipal Health Services	No	Performed as part of the District function
Municipal Public Transport	Yes	Not adequately performed
Pontoons and Ferries	Yes	Not performed
Storm Water	Yes	Not adequately performed.
Trading Regulations	Yes	Not performed
Water (potable)	Yes	Performed
Sanitation	Yes	Performed
Constitution Schedule 5, Part B functions		
Beaches and Amusement Facilities	Yes	Not performed
Billboards and the Display of Advertisement in Public Places	Yes	Not performed
Cemeteries, Funeral Parlours and Crematoria	Yes, including the District Municipality's function	Not adequately performed
Cleansing	Yes	Not performed
Control of Public Nuisance	Yes	Not performed
Control of Undertaking that Sell Liquor to the public	Yes	Not performed
Facilities for the accommodation, care and burial of animals	Yes	Not performed
Fencing and Fences	Yes	Not performed
Licensing of dogs	Yes	Not performed
Licensing of undertakings that sell food to the Public	Yes	Not performed
Local Amenities	Yes	Not performed
Local Sports Facilities	Yes	Performed though not optimally
Markets	Yes	Not performed
Municipal Abattoirs	Yes	Not performed
Municipal Parks and Recreation	Yes	Performed though not optimally
Municipal Roads	Yes	Performed though not optimally
Noise Pollution	Yes	Not performed
Pounds	Yes	Not performed
Public Places	Yes	Not performed
Refuse Removal, refuse Dumps and solid waste	Yes	Performed though not optimally. The project has since collapsed

disposal		
Street Trading	Yes	Not performed
Street Lighting	Yes	Performed though not optimally
Traffic and Parking	Yes	Not performed

The municipality, over and above the functions listed above, performs the following functions:

- **Health coordination**
- **Disaster management**

3.3 COMPONENT A: BASIC SERVICES

3.3.1 Water Provision

(a) Highlights

Highlight	Description
Temba Water Bulk Supply	Construction of 2X 6ML Concrete reservoir and 1 ML concrete reservoir including pipeline and refurbishment of the existing 0.4ML elevated steel tank

(b) Challenges

Challenges	Description
Delays	Contractor behind programme
Bulk Supply	City of Tshwane capacity is unable to supply MLM with the required water bulk water supply

(c) Service delivery indicators

Strategic Objective	KPI	Unit of measure	Ward	Actual 2013/2014	Overall Performance 2014/2015	
					Target	Actual
To ensure investment in infrastructure for improved access to basic services	Number of household s provided with water connections (RDP/high level)	Number	7	Phase 2 Mmakaunyane water completed	Ward seven households	Not achiveed

(d) Water Service delivery Levels

Description	2013/2014	2014/2015
Piped water inside dwelling	0	0
Piped water inside yard	23594	23594
Using public taps (within 200m from dwelling)	4339	4339

Other water supply (Tankering)	8 175	8 175

(e) Employees: Water Services

Job Level	Posts No.	Employees No.	Vacancies
00			
Water Tanker driver	Molefi M.C Tema MP	3058 3015	0
Semi-skilled	Madibela M Ndala SM Mafafo LK Hlongwane HT Simbanda AC Mokatse LF Mashigo MJ Mashishi G Mokhari B Shiang OM Malebye JP Motshegoa S Magala DS Sibanda A Mobeng	3076 3077 3062 3068 3073 3070 3057 3050 3069 3064 3074 3072 3078 3071 3059	0

(f) Capital Expenditure: Water Services

Capital Projects	2014/2015				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value
Water Projects					

3.3.2 Waste Water (Sanitation) Provision

(a) Highlights

Highlight	Description
Erection of VIP Toilets	1705 VIP toilets were erected thus making sanitation accessible in areas where it was previously deprived.

(b) Challenges

Challenges	Description

High ground water table	Moretele LM is a high water table land and this forces us to use the enviroloo technology
Sanitation backlog	52062 with the 54% of households do not have access to ventilated pit latrine

(c) Service delivery indicators

Strategic Objective	KPI	Ward	Actual 2013/2014	Overall Performance 2014/15	
				Target	Actual
To provide access to potable and sanitation facilities through provision of appropriate and sustainable infrastructure to all communities	Number of households provided with sanitation facilities	Various wards	2 449	2806	Not achieved

(d) Sanitation Service delivery Levels

Description	2013/2014	2014/2015
VIP toilets	31 299	31 299
Water borne system	2 666	2 666

(e) Employees: Sanitation Services

Job Level	2013/2014			2014/2015		
	Posts No.	Employees No.	Vacancies	Posts No.	Employees No.	Vacancies
00	01	01	00	01	01	00

(f) Capital Expenditure: Sanitation Services

Capital Projects	2014/2015				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value

3.3.4 Waste Management (Refuse collection, waste disposal, street cleaning and recycling)

(a) Highlights

Highlight	Description
weekly collwection of waste throughout the municipality	Service provider appointed including local SMME's to manage waste services

(b) Challenges

Challenges	Description
Lack of landfill site	The municipality does not have its own landfill site and has entered into a service level agreement with City of Tshwane.
Illegal dumping sites	The local community has resorted to utilizing the existing borrow pits as dumping areas.
Lack of By-Laws	By-Laws are in a draft format and pending formal approval
Insufficient funding	The municipality cannot afford to establish own landfill site and related plant and equipment The municipality is in no position to provide refuse bins instead plastics are allocated

(c) Waste Management Service delivery Levels

Description		
Waste	Once a week collection Intermediary level	Once a week collection
		Intermediary level

(d) Employees: Waste Management Services

Job Level	2013/14			2014/2015		
	Posts No.	Employees No.	Vacancies	Posts No.	Employees No.	Vacancies
	2	2	None	2	2	None

(e) Capital Expenditure: Waste Management Services

Capital Projects	2014/2015				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value
Nil					

3.3.5 Housing

The housing is a competency of Province (Department of Human Settlements). The Municipality plays the role of oversight or monitoring of all houses build by Department within local jurisdiction. And also assist to complete application forms for beneficiaries.

Description
Mogogelo Housing – project blocked Maubane Housing – In progress Greenside housing – in progress

3.4 COMPONENT B: ROADS AND STORMWATER

(a) Highlights: Roads and Storm water

Highlight	Description
To ensure that the internal roads are accessible and safe for all communities within MLM area of jurisdiction.(O & M program)	• Social roads (eg. Cemetery, schools and churches) to link with Provincial roads
To ensure that the storm water control is in place in all the internal roads.	• Storm water Management control to avoid flooding within communities' areas or wards.

(b) Challenges: Roads and Storm water

Challenges	Description
Additional of working equipment / resources	• Yellow machines to be purchased by MLM, in terms of covering more wards (clustering of wards or set of machines per wards clustered).
Review of roads master plan v/v budget availability	• Integration of current development within MLM jurisdiction, Provincial and National Roads

(c) Service delivery indicators: Local Economic Development

Strategic Objective	KPI	Unit of measure	Ward	Actual 2013/2014	Overall Performance 2014/2015	
					Target	Actual
To ensure investment in infrastructure for improved access to basic services	Kms of municipal internal roads paved	km	Various wards	60km 103 km maintained	22,81 Km	Target not achieved

(d) Service delivery Levels: Roads and Storm water

Description	2013/2014	2014/2015
Internal roads	10	
Access roads	0	

(e) Employees: Roads Services

Job Level	2013/2014	2014/2015		
	Employees No.	Posts No.	Employees No.	Vacancies
00 (Manager)	S.Thejane (1035)		1035	Occupied
01 (Technician)	-	-	--	Vacant
06 (Grader operators	SL. Khosana (2032) S. Letlao (3008)			Occupied Occupied
06 (TLB) operator's	S. Molamu (2033)	-	-	Occupied
08 (Tippers Drivers)	J. Tsorame (3025) T.Thoka (3022)	- -	- -	Occupied Occupied

(f) Capital Expenditure: Roads Services

Capital Projects	2014/2015				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value

3.5 COMPONENT C: LOCAL ECONOMIC DEVELOPMENT

(a) Highlights: Local Economic Development

Highlight	Description
Ngobi Bakery	Bread
Serodumo Brick Making	**Bricks**
Waste Management	Waste collection
Temo ke lefa	Vegetables

(b) Challenges: Local Economic Development

Challenges	Description
Limited funding allocation for LED initiatives	There is no funding to implement approved LED strategies
Lack of sectoral stratetgies	• Tourism • Agriculture • Entrepreneurship development
Institutional capacity	Inadeguancy of skill and expertise
Lack of Land Use Management scheme	

(c) Employees: Local Economic Development

Post Level	Occupied	Vacant
Sect 57	1	0
Manager	1	0
Town Planner	1	0
SMME and Job Officer	1	0
Land Use Officer	1	0
Tourism Officer	1	0
Environmental Officer	0	0
LED Secretary	1	0
Agriculture Coordinator	1	0

(d) Capital Expenditure: Local Economic Development

Capital Projects	2014/2015				
	Budget	**Adjustment Budget**	**Actual Expenditure**	**Variance from original budget**	**Total project value**
Nil					

3.6 COMPONENT D: COMMUNITY DEVELOPMENT

(a) Highlights: Community Development

1. Sports

Highlight	Description
Mmakaunyane stadium	Maintenance of fencing
Makapanstad stadium	Replacement of toilet seats, doors, gate, wiring and installation of security buglers
Security fence installation at Tladistad park	Provision of safe and secure environment

Papi Ntjane Library under construction	The long awaited library is currently under construction
Municipal gym	Equipment purchased
Provided Netball, Soccer and Volleyball poles to local teams.	Net ball for (Makapanstad, Swartdam,Lebotloane, Ga-habedi and Cyferskuil), Soccer poles for (Mathibestad RDP, Makapanstad, Moeka, Ga-Habedi and Swartboom) and Volleyball poles for (Ngobi, Makapanstad, Lebotloane and Phedile)
Fun walk	Conducted 10 and 5 kilometres Fun Walk in 2 locations
Mayors cup	Mayor's Cup games were successfully conducted
Gospel choir competition	Moretele choirs were hosted in Gospel competitions
Heritage and Africa Day celebrations	The two events were successfully celebrated
Provision of Indigenous Games equipment	Areas provided included; Swartdam, Ratjiepane, Motla, Moeka, Mathibestad, Danhouse, Makapanstad, One and Ten, Mmakaunyane and Lebotloane

2. Disaster unit

Highlight	Description
Establishment of Disaster Ward Based Committee	Out of 28 Wards only 2 wards were established. The committees will assist in ensuring that the community are free from risks and also to improve response time on disaster issues.
4 Community Based Risk Assessment conducted	Listing of hazards and referring them to relevant Role players for mitigation
4 Draught, veld and forest fire Awareness program conducted	Remind farmers to minimize livestock so that they can be able to feed and sustain the affordable number. To be fire wise conscious and safe environment
Responded to incidences of disaster	Several households were relieved of disastrous incidences

3. Health Unit

Highlight	Description
HIV/AIDS Awareness	Conducted a successful campaign
Male circumcision workshop	Conducted a successful workshop

4. Social Development Unit

Highlight	Description
Local War-Room Stakeholders	Stakeholders participation to fight poverty

meetings	District War room
Child protection awareness day for ECD Ngobi Learning Centre	Awareness campaign on Children's rights ECD Data-base ECD Forum Infrastructure development by NDA
Celebrating 5th Casual Day	Disability awareness day
Launched Local Older Persons Forum, Provincial Older Persons Forum and District Older Persons Forum	These Forums enhances the responsibility by all to be mindful and courteous in dealing with elderly persons
Hosted Golden Games for the elderly	This physical engagement keeps the elderly fit and healthy
Review of Home Affairs Forum	Stakeholders Participation
Hosted Cemetery Indaba	Diphiri and other stakeholders participated
Sustained job creation initiative	Unemployed locals keep the streets and the surroundings clean

5. Roads and Transport

Highlight	Description
Readiness of Traffic Unit	Installation of enatis cables and purchase of Traffic Office furniture
Successful Arrive Alive campaigns	Easter and Festive Seasons campaigns ran with success
Community Safety Forum	Launched a Community Safety Forum structure
Launched CPFs	Community Policing Forums were launched in several villages
Transport Forum was established	The forum looks after the welfare of commuters

(b) Challenges: Community Development

1. Sports

Challenges	Description
Budget limitation	No adequate fubnds to develop and maintain sporting related facilities

2. Disaster Unit

Challenges	Description
Enforcement of Fire By-law	Enforcement of Moretele Fire By-law will increase the community resilience

3. Social Development Services

Challenges	Description
Shortage of Staff	Too many responsibilities require adequate personnel
Budget	There is a need for budget to cater for important projects, such as cemetery maintenance
Office Space	Working space is essential for better performance to be obtained
Equipment	Working tools such as computers are essential to enable staff to perform optimally

4. Roads and Transport

Challenges	Description
No adequate personnel	A dedicated staff that would ensure the day to day operations of the department is performed

(c) Service delivery indicators: Community Development

1. Sports

Strategic Objective	KPI	Unit of measure	Ward	Actual 2013/14	Overall Performance 2014/2015	
					Target	Actual
Increase the number of libraries within MLM	Facilitate the process of constructing new library at Mmotla	number	Ward 27	Enquiries undertaken	Construction of the library	Project under construction

2. Disaster Unit

Strategic Objective	KPI	Unit of measure	Ward	Actual 2013/2014	Overall Performance 2014/2015	
					Target	Actual
Integrated institutional capacity for Disaster Management; Developed Disaster response, recovery & rehabilitation	4 CBRA Conducted Prioritized risks	Number	4 CBRA Ruigtesloot, Dikgophaneng, Bollantlokoe & Slaagboom	-	4 CBRA Ruigtesloot, Dikgophaneng, Bollantlokoe & Slaagboom	Achieved

(d) Employees: Community Development

Post Level	Occupied	Vacant
Sec 56	1	N/A
Senior managers	0	N/A
Managers	4	N/A
facility care taker		
sports officer	1	
Librarian	1	
Assistant librarian	3	
Post Level		
Manager		
Disaster officer	0	N/A
Fire and Disaster driver	1	N/A

(f) Capital Expenditure: Community Development

Capital Projects	2014/2015				
	Budget	**Adjustment Budget**	**Actual Expenditure**	**Variance from original budget**	**Total project value**
Library	R5Mil				R5Mil

Chapter 4

ORGANISATIONAL DEVELOPMENT PERFORMANCE

4.1 NATIONAL KEY PERFORMANCE INDICATORS – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The following table indicates the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and Performance Management Regulations of 2001 and section 43 of the MSA. These key performance indicators are linked to the National Key Performance Area – Municipal Transformation and Organisational Development.

Table National KPIs – Municipal Transformation and Organisational Development

Indicators	Municipal Achievement	
	2013/2014	2014/2015
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	40	40
The percentage of a municipality's personnel budget (payroll) actually spent on implementing its workplace skills plan	1,2%	

4.2 COMPONENT A: INTRODUCTION TO THE MUNICIPAL WORKFORCE

The Moretele Municipality currently employs 219 officials (excluding non-permanent positions), who individually and collectively contribute to the achievement of the Municipality's objectives. The primary objective of Human Resource Management is to render an innovative HR service that addresses both skills development and an administrative function.

4.2.1 Employment Equity

In Chapter 3, section 15(1) of the Employment Equity Act of 1998 it is stated that affirmative action measures are measures designed to ensure that suitable qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer. The national performance indicators also refers to: "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".

(a) Employment Equity targets/actual

Table 2014/15 EE targets/actual appointments by racial classification

African		Coloured		Indian		White	
Target	**Actual**	**Target**	**Actual**	**Target**	**Actual**	**Target**	**Actual**
0	30	0	0	0	0	0	0

Table EE targets/actual appointments by gender classification

Male (Including disabilities)		Female (Including disabilities)	
Target	**Actual**	**Target**	**Actual**
0	17	0	12

(b) Employment Equity according to positions filled

Table EE according to positions filled in 2014/2015

Description	African	Coloured	Indian	White	Total
Number according to positions filled	30	0	0	0	0
% according to positions filled	0	0	0	0	0

(c) Occupational levels – Race

The table below categorise the number of employees by race within the different occupational levels.

Table EE according to occupational levels

Occupational levels	Male				Female				Total
	A	**C**	**I**	**W**	**A**	**C**	**I**	**W**	
Top Management	5				2				7
Senior Management	4				3				7
Professionally qualified and experienced specialists and middle management	13				10				23
Skilled technically and academically qualified workers, junior management, supervisors, foreman and superintendents	21				35				56
Semi-skilled and discretionary decision-making staff	40				13				53

Unskilled and defined decision-making staff	7				11				18
Total permanent	99				80				180
Non-permanent employees									
Grand total									

4.2.2 Vacancy Rate

The approved organogram for the Municipality had 178 posts for the 2014/2015 financial year. The actual posts filled are indicated in the tables below by post level and by functional level. The posts were vacant at the end of 2014/2015 resulting in a vacancy level of 17 % 17.

Table Vacancy rate per post and functional level

Per post level		
Post level	**Filled**	**Vacant**
MM & MSA s.56/57	6	0
Middle Management	24	0
Administrative Officers		
General Workers		
Total	**30**	
Per functional level		
Functional level	**Filled**	**Vacant**
Municipal Manager	1	0
Financial Services (CFO)	1	0
Corporate Services	1	0
Technical Services	1	0
Local Economic Development	1	0
Community Development	1	0
Total	**6**	

4.2.3 Turnover rate

A high staff turnover may be costly to a municipality and might negatively affect productivity, service delivery and institutional memory/organisational knowledge. Below is a table that shows the staff turnover rate within the Municipality.

Table Staff Turnover Rate within the Municipality

Financial year	**Total no. appointments at the end of each financial year**	**New appointments**	**No of terminations during the year**	**Turn-over rate %**
2013/2014	197	8	4	4%
2014/2015	219	32	4	1%

4.3 COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE LEVELS

Managing the municipal workforce refers to analyzing and coordinating employee behaviour.

4.3.1Injuries

An occupational injury is a personal injury, disease or death resulting from an occupational accident. Compensation claims for such occupational injuries are calculated according to the seriousness of the injury/disease and can be costly to a municipality. Occupational injuries will influence the loss of man hours and therefore financial and productivity performance. The table below indicates the total number of occupational injuries within the different departments.

Table Total number of occupational injuries within the different departments

Department	2013/2014	2014/2015
Municipal Manager	0	0
Financial Services (CFO)	0	2
Corporate Services	2	2
Technical Services	1	0
Local Economic Development	0	0
Community Development	0	0
Total	**3**	**4**

4.3.2 Sick leave

The number of day's sick leave taken by employees has service delivery and cost implications. The monitoring of sick leave identifies certain patterns or trends. Once these patterns are identified, corrective action can be taken. The table below indicates the total number of sick leave days taken within the different departments.

Table Total number of sick leave days taken within the different departments

Department	2013/2014	2014/2015
Municipal Manager	85	43
Financial Services (CFO)	61	83
Corporate Services	216	153
Technical Services	329	56
Local Economic Development	22	11
Community Development	97	68
Total	**810**	**414**

Table HR Policies and plans approved or still need to be developed (The status quo has not changed from 2012/2013 Financial Year):

Name of policy	Date approved/revised
Approved policies	
Labour Relations Policy	June 2011
Retirement Policy	July 2010
Training and Development Policy	June 2011
Occupational Health and Safety Officer	June 2011
Travel and Subsistence Policy	June 2011
Delegation of Powers	June 2011
Employment Equity Policy	June 2011
Employee Practice Policy	June 2011
HIV/AIDS Policy	July 2010
Incapacity: Ill Health policy	July 2010
Promotion, transfer and demotion policy	July 2010
Staff Attendance policy	July 2010
Leave Management Policy	June 2010
Overtime Policy	June 2010
Internal Bursary Policy	June 2010
Policies still to be developed	
Staff relocation Policy	Draft
Fleet Management Policy	Draft
Records Management Policy	Draft
Experiential learning policy	Draft
Labour Relations Policy	Draft
IT Policy	Draft
HRD Strategy	Developed /Approved
Recruitment and Retention Strategy	Draft
ICT Strategy	Draft

4.4 COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

Section 68(1) of the Municipal Systems Act 32 of 2000 requires that "a municipality must develop its human resource capacity to a level that enables it to perform their functions and exercise their powers in an economical, effective, efficient and accountable way, and for this purpose must comply with the Skills Development Act 81 of 1998 and the Skills Development Levies Act 28 of 1999".

4.4.1Skills matrix

The table below indicates the number of employees that received training during the year under review.

Table Skills matrix

Occupational level	Gender		Number of employees identified for training at start of year	Number of employees that received training	
	Female	Male		Female	Male
Legislators	23	32	31	18	23
MM and s.57 Managers	2	7	0	0	0
Senior officials/Managers	12	23	18	8	4
Professionals	10	10	5	2	1
Technicians	2	3	0	0	0
Clerks and Administrative Officials	29	12	9	9	4
Service and sales workers	18	8	0	0	0
Plant and machine operators and drivers	1	26	10	0	1
Elementary occupations	15	22	20	0	0
Sub-total	**112**	**143**	**93**	**37**	**33**
Total	**255**		**93**	**70**	

Summary:
"(Interns are not included, but they do make up the employment category)" were trained in 2014/2015

4.4.2 Skills Development – Training provided

The Skills Development Act of 1998 and the Municipal Systems Act of 2000 require from employees to supply employees with the necessary training in order to develop its human resource capacity. Section 55(1)(f) states that as head of administration the Municipal Manager is responsible for the management, utilisation and training of staff. The table below indicates the targeted and actual number of employees in the different occupational categories that underwent skills training during the financial year under review, in terms of either learnerships and/or skills programmes/short courses.

Skills development according to different occupational categories

Occupational categories	Gender		Training provided within the reporting period						
			Learnerships/Academic Programmes		Skills programmes & other short courses		Total		
	F	M	Actual	Target	Actual	Target	Actual	Target	% Variance
Legislators	23	32	0	0	55	31	55	31	
MM and s.57 Managers	2	7	0	0	0	0	0	0	0
Senior officials /Managers	12	23	10	15	3	3	13	18	
Professionals	10	10	5	5	0	0	5	5	

Technicians	2	3	0	0	0	0	0	0	0
Clerks and Administrative Officials	29	12	9	9	0	20	9	20	
Service and sales workers	18	8	0	0	0	0	0	0	
Plant and machine operators and drivers	1	26	1	1	0	9	0	9	
Elementary occupations	15	22	0	0	0	20	0	22	
Total	**112**	**143**	**25**	**30**	**58**	**83**	**82**	**105**	
Variance %									

4.4.3 Skills Development – Budget Allocation

The table below indicates that 64% of the total amount of R1.3m was spent on skills development during the year under review.

Total personnel budget		Total allocated for skills development	Total spend	% Spent
2013/2014	R78 145 709	R1,3m	R837,375,	64%
2014/2015	R81 095 979	R1.3M	R832000	64%

4.4.4 MFMA Competencies (minimum competency requirements)

In terms of section 83(1) of the MFMA the accounting officer, senior managers, the chief financial officer, non-financial managers and other financial officials of a municipality, including supply chain practitioners and asset management practitioners, must meet the prescribed financial management competency levels that are key to the successful implementation of the Municipal Finance Management Act. National Treasury has prescribed such financial management competencies in Government Notice 493 dated 15 June 2007.

To assist the above-mentioned officials to acquire the prescribed financial competencies, National Treasury, with the collaboration of various stakeholders and role-players in the local government sphere, developed an outcomes-based NQF Level 6 qualification in municipal financial management. In terms of Government Notice 493 dated 15 June 2007, "No municipality or municipal entity may, with effect from 1 January 2013, employ a person as a financial official if that person does not meet the competency levels prescribed for the relevant position in terms of these regulations".

.

Initially all managers were to be enrolled, budgetary constraints saw only 20 managers being identified, Twelve employees(including 5 Directors) are currently on the programme.

4.5 COMPONENT D: MANAGING THE MUNICIPAL WORKFORCE EXPENDITURE

Section 66 of the MSA states that the accounting officer of a municipality must report to the Council on all expenditure incurred by the municipality on staff salaries, wages, allowances and benefits. This is in line with the requirements of the Public Service Regulations of 2002, as well as the Budget and Reporting Regulations of the National Treasury.

4.5.1 Personnel Expenditure

The percentage personnel expenditure is essential in the budgeting process as it reflects on current and future efficiency. The table below indicates the percentage of the municipal budget that was spent on salaries and allowances for the past two financial years.

Table Personnel expenditure as a percentage of total operating expenditure

Financial year	Total Expenditure: Salary and Allowances (R'000)	Total operating expenditure (R'000)	Percentage %
2013/2014	82 660 463	265 733 618	31%

Below is a summary of Councillor and staff benefits for the year under review.

Table Summary of Councillor and staff benefits

Financial year	**2013/2014**		**2014/2015**	
Description	**Original Budget**	**Actual**	**Original Budget**	**Actual**
Councillors (Political Office Bearers) R'000				
Salary	10,763,705	9 939 492	9 535 585.34	**10 494 121**
Pension Contributions		1 496 099.66	2 416 912.84	**1 606 519**
Medical Aid Contributions	3 355 000	43 639.79	**135 792.00**	
Motor vehicle allowances	1 133 000	3 823 365.79	**4 028 188.06**	**4 033 549**
Cell phone allowances		1 341 662	**1 437 250.32**	**1 335 997**
Housing allowances				
Other benefits or allowances	108 000			
In-kind benefits		113 070.00	**95 355.85**	
Sub Total	**15 359 000**	**16 635 126.00**	**17 649**	17 470 186

			084.41	
% Increase/(decrease) from 2013/2014 to 2014/2015 5% Increase				
Senior Managers of the Municipality R'000				
Salary	10 567 000	3,114,207	5 369 724.71	4 659 337
Pension Contributions		143,102	175 074	230 435
Medical Aid Contributions				
Motor vehicle allowances		1,104,153		1 716 412
Cell phone allowances		51,612		73 812
Housing allowances				
Other benefits or allowances	881 000	840	447 477.06	
In-kind benefits			107 394.49	
Sub Total	**11 448 000**	**4,413,914**	6 099 670.15	6 576 742.00
% Increase/(decrease) from 2013/14 to 2014/15	**52% Increase**			
Other Municipal Staff R'000				
Salary	30 042 000	31 070 996		
Pension Contributions	7 717 000	5 412 009		
Medical Aid Contributions	2 804 000	2,952,504		
Motor vehicle allowances	4 264 000	5 054 196		
Cell phone allowances	650 000			
Housing allowances	209 000	132,717		
Other benefits or allowances	5 076 000	6 723 946		
In-kind benefits		863,787		
Sub Total	**50 760 000**	**52,210,155**		
% Increase/(decrease) from 2013/2014 to 2014/2015 5% Decrease				
TOTAL FOR MUNICIPALITY	**77 567 000**	**73 259 195**		
% Increase for Municipality	**7% Increase**			

Chapter 5

FINANCIAL PERFORMANCE

INTRODUCTION

This Chapter provides details regarding the financial performance of the municipality for the 2014/2015 financial year.

The municipality takes inflationary pressures into account when tariffs and operational expenditure are budgeted for.

The table below shows the five (5) most expensive consultancy arrangements for the 2014/2015 financial year.

Table Five most expensive consultancy arrangements for 2014/2015

Consultancy arrangement	Cost	Reason for engagement
Mosiri Tsiane	2 441 210	Legal Advice
Altimax	2 974 261	Financial support
Ikageng Solutions	4 727 724	Call Center and Fraud Helpline
BCX	2 369 868	Venus Financial System and Support
Triotic	9 038 370	Security Services

COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE

The Statement of Financial Performance provides an overview of the financial performance of the Municipality and focuses on the financial health of the Municipality.

5.1 FINANCIAL SUMMARY

The table below indicates the summary of the pre audited financial performance for the 2014/15 financial year.

Table Summary of the financial performance for the 2014/2015 financial year

Description	2013/2014					2014/2015				
				Variance					Variance	
	Budget R'000	Adjusted budget R'000	Actual R'000	Budget %	Adjustment budget %	Budget R'000	Adjusted budget R'000	Actual R'000	Budget %	Adjustment budget %
Property rates			24 961			21 233	31 152	40 411	189%	130%
Service charges			19 247			29 068	29 068	39 304	135%	135%
Rental of facilities and Equipment			70			95	95	83	88%	88%
Interest Received			6 630			8 741	8 741	13 230	150%	150%
Transfers recognised			298 345			332 170	434 005	410 278	123%	105%
Other own revenue			1 668			12 230	686	1 458		
Employee costs	62207	59272	55 789	88	88	73 931	68 646	67 466	9%	12%
Remuneration of councillors	15 358	18872	16 635	109	88	17 831	17 649	17 470	1%	2%
Debt impairment	7980	4429	62 706	123	331	8 387	8 387	47 164	-462%	-462%
Depreciation and asset impairment loss	5 727	4227	85 202	80 978	2015	5 870	5 870	78 160	1277%	1277%
Finance charges	24	24	9	42	42	120	120	105	13%	13%
Material and bulk purchases	45 000	43993	29502	66	67	47 295	47 295	24 087	41%	42%
Contracted services	15962	20664	27 800	122	70	28 680	37 557	34 183		9%

Description	2013/2014					2014/2015				
				Variance					Variance	
	Budget R'000	Adjusted budget R'000	Actual R'000	Budget %	Adjustment budget %	Budget R'000	Adjusted budget R'000	Actual R'000	Budget %	Adjustment budget %
Transfers and grants	0	0	0	0	0	0	0	0	0	0
Actuarial Losses	0	0	384	0	0	0	0	115		
Other expenditure	70 488	76983	76 947	124	118	82 180	80 923	79 729	2%	4%
Total Expenditure	**222746**	**228464**	**363 254**	135	**133**	**282 199**	**285 374**	**368 104**	31%	**30%**
Surplus/(Deficit)	**12 883**	**17 807**	**12 713**	820	**510**	**121 338**	**218 373**	**136 545**		
Transfers recognised – capital	108 160	113 888	100 237	95	88	118 666	208 612	138 520		11%
Contributions recognised – capital & contributed assets	0	0	0							
Surplus/(Deficit) after capital transfers & contributions	**95 277**	**96 081**	**13 589**							
Taxation										
Surplus/(Deficit) after taxation										
Attributable to minorities										
Surplus/(Deficit) attributable to municipality										
Share of surplus/(deficit) of associates										
Surplus/(Deficit) for the year										
Capital expenditure										

Description	2013/2014					2014/2015				
				Variance					Variance	
	Budget R'000	Adjusted budget R'000	Actual R'000	Budget %	Adjustment budget %	Budget R'000	Adjusted budget R'000	Actual R'000	Budget %	Adjustment budget %
and funds sources										
Capital expenditure: Transfers recognised – capital	108 160	113 888	100 237	112%	103%	107 110	202 089	138 520	-67%	11%
Contributions recognised – capital & contributed assets										
Borrowing										
Internally generated funds	3 500	3 500				11 556 000	6 980 000			
Total sources of capital funds	**111 660**	**117 338**	**100 237**	**108**	**103**	**118 666**	**208 612**	**138 520**		
Financial position										
Total current assets	52 078	14 782	36 807	165	582	48 169	48 169	89 973	88%	88%
Total non-current assets	588 443	585 407	999 154	178	179	689 438	1 210 241	1 106 720	73%	1%
Total current liabilities	63 000	96 438	112 035	173	114	40 395	16 000	82 712	111%	434%
Total non-current liabilities	3 200	0	114 368	1116%		32 588	32 588	2 677	18%	18%
Community wealth/equity	574 337	503 751	887 785	172	196	664 624	1 209 822	1 021 331		12%
Cash flows										
Net cash from(used) operating activities	117 258	175 874	119 819	102	68	112 341	164 257	164 460	137%	**94%**
Net cash from(used) investing activities	111 660	117 388	(100 052)	90	85	(118 666)	(164 069)	(138 520)	9%	21%
Net cash from(used) financing activities			87	0	0	0	0	(13)		

Description	2013/2014					2014/2015				
				Variance					Variance	
	Budget R'000	Adjusted budget R'000	Actual R'000	Budget %	Adjustment budget %	Budget R'000	Adjusted budget R'000	Actual R'000	Budget %	Adjustment budget %
Cash/cash equivalents at the year end	**48 635**	**101 523**	**20 486**	**42**	**20**	**36 768**	**994**	**46 438**	**26%**	**57%**

The table below shows a summary of the performance against budgets.

Table Performance against budgets

Financial Year	Revenue				Expenditure			
	Budget R'000	Actual R'000	Diff. R'000	%	Budget R'000	Actual R'000	Diff. R'000	%
2014/15	503 746	363 254	140 492	27	285 374	368 104	82 730	29

5.1.1Revenue collection by Vote

The table below indicates the revenue collection performance by Vote.

Table Revenue collection performance by Vote

; Vote Description										
	Original budget	**Adjusted budget**	**Actual**	**Original budget**	**Adjusted budget**	**Original budget**	**Adjusted budget**	**Actual**	**Original budget**	**Adjusted budget**
				R'000					**%**	**%**
Vote 1	25	25	0	0	0					
Vote 2	0	0	0	0	0					
Vote 3	198905	209 197	305 283	153	146	242 830	252 748	267 222	4	10
Vote 4	0	0	318	0	0					
Vote 5	136 679	146 145	44 499	32	30	48 147	61 655	236 771	28	392
Vote 6	3500	3 500	1 157	33	33	350	350	350	0	0%
Vote 7	0	0	0	0	0					
Vote 8	0	0	0	0	0					
Vote 9	0	0	0	0	0					
Vote 10	0	0	0	0	0					
Vote 11	0	0	0	0	0					
Vote 12	0	0	0	0	0					
Vote 13	0	0	0	0	0					
Vote 14	0	0	0	0	0					
Vote 15	0	0	0	0	0					
Total Revenue by Vote	**347,289**	**355 718**	**350 925**	**101**	**101**					
Variances are calculated by dividing the difference between actual and original/adjusted budget by the actual										

5.1.2 Revenue collection by Source

The table below indicates the revenue collection performance by Source.

Table Revenue collection performance by Source

Source Description										
	Original budget	Adjusted budget	Actual	Original budget %	Adjusted budget %	Original budget	Adjusted budget	Actual	Original budget %	Adjusted budget %
	R'000									
Property rates	7 360	19653	19247	262	98	21 233	31 152	40 411	-90%	-30%
Property rates - penalties & collection charges										
Service charges - electricity revenue										
Service charges - water revenue	18222	18222	15773	87	87	18 781	18 781	23 526	-25%	25%
Service charges - refuse revenue	10 276	10276	9187	89	89	10 287	10 287	15 777	53%	53%
Rental of facilities and equipment	307	307	70	23	23	95	95	83	12%	12%
Interest earned - external investments	5 663	3664	2083	37	57	3 704	3 704	2 083	43%	22%
Interest earned - outstanding debtors	4 982	4982	4547	91	91	5 038	5 038	4 547	9%	89%
Dividends received										
Fines										
Licences and permits										
Agency services										
Transfers recognised - operational	187 895	188 245	177 267	101	94	225 060	231 916	229 446	101%	99%

O;3ther revenue	922	922	1668	181	181	12 230	686	1 458	12%	215%
Gains on disposal of PPE	0	0	0	0	0					
Total Revenue by Source (excluding capital transfers and contributions)	**235629**	**246271**	**229842**	**98**	**93**	**296 428**	**301 659**	**504 766**	**110%**	**107%**
Variances are calculated by dividing the difference between actual and original/adjusted budget by the actual										

5.1.3Financial Performance of Operational Service

The table below indicates the operational service performance for the 2014/15 financial year.

Table Operational services performance – operating costs

; Service Description										
	Original budget R'000	**Adjusted budget R'000**	**Actual R'000**	**Original budget %**	**Adjusted budget %**	**Original budget R'000**	**Adjusted budget R'000**	**Actual R'000**	**Original budget %**	**Adjusted budget %**
Operating costs: Water and Sanitation	70 755 246	69 696 527	49 670 142.53	70%	71%	47 295 000	47 295 000	49 649	-4%	-4%
Electricity										
Waste Management	8 222 500	8 222 500	7 077 204.44	86%	86%	13 350 066	13 276 911	11 340 047	16%	3%
Housing										
Component A: Sub-Total										
Waste Water (Storm water drainage)										
Roads										
Transport										

; Service Description										
	Original budget R'000	Adjusted budget R'000	Actual R'000	Original budget %	Adjusted budget %	Original budget R'000	Adjusted budget R'000	Actual R'000	Original budget %	Adjusted budget %
Component B: Sub-Total										
Planning										
Local Economic Development	17 526 292	19 898 384	9 998 063.66	57%	50	20 744 293	19 501 448	15 189 724	5%	27%
Component C: Sub-Total										
Community & Social Services										
Environmental Protection										
Health										
Security and Safety										
Sport & Recreation										
Library										
Corporate Policy Offices and Other										
Component D: Sub-Total										
Total Expenditure										

In this table operational income (not levies or tariffs) is offset against operational expenditure leaving a net operational expenditure total for each service. Variances are calculated by dividing the difference between actual and original /adjustments budget by the actual.

5.2 FINANCIAL PERFORMANCE PER MUNICIPAL FUNCTION

5.2.1Water and Waste services

Description								
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000							
Total Operating Revenue (excluding tariffs)	31 510	46256	34136	2626	**18 793**	**18 793**	41 453	-22 659
Expenditure:								
Employees	4 246	2347	651	3595	4 312	4 588	682	-3 905
Repairs and maintenance	7 110	10700	5769	1341	12 211	10 106	9 447	3 629
Other	59 399	54761	43248	16151	67 058	70 813	59 574	7 484
Total Operating Expenditure	70 755	**67808**	**49668**	**21087**	**83 582**	**88 297**	**69 704**	**13 878**
Net Operational (services) Expenditure	40 133	**21552**	**15533**	**24600**	**64 039**	**55 868**	**28 251**	**35 787**
Variances are calculated by dividing the difference between actual and original budget by the actual								

5.2.2 Waste Water (Sanitation)

Description					;			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000							
Total Operating Revenue (excluding tariffs) 300	0	0	0	0				
Expenditure:								
Employees	2 885	3533	3442	-557				
Repairs and maintenance	100	245	222	-122				
Other	58	68	77	-19				
Total Operating Expenditure	3 723	*3847*	*3742*	*-19*				
Net Operational (services) Expenditure	3 723	**3847**	**3742**	**-19**				
Variances are calculated by dividing the difference between actual and original budget by the actual								

5.2.3 Electricity

Description								
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000							
Total Operating Revenue (excluding tariffs)								
Employees								
Repairs and maintenance								
Other								
Total Operating Expenditure								
Net Operational (services) Expenditure								
Variances are calculated by dividing the difference between actual and original budget by the actual								

5.2.4 Waste Management

Description	2013/14				2014/15			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000							
Total Operating Revenue (excluding tariffs)	4 013	98713	9187	5174	10 287 200	10 287 200	15 777 132	-5 489 932
Expenditure:								
Employees	3 429	0	0	3499				
Repairs and maintenance	0	0	0	0				
Other	583	168	6948	6365	13 200 000	12 000 000	11 340 047	1 859 953
Total Operating Expenditure	4 013	**168**	**6948**	**2935**	13 200 000	12 000 000	11 340 047	1 859 953
Net Operational (services) Expenditure	**0**	**-98544**	**2239**	**2239**	**-2 912 800**	**-1 712 800**	**4 437 085**	
Variances are calculated by dividing the difference between actual and original budget by the actual								

5.2.5 Housing

Description	2013/14				2014/2015			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000							
Total Operating Revenue (excluding tariffs)	0	0	0	0	0			
Expenditure:								
Employees	0	0	0	0	0			
Repairs and maintenance	0	0	0	0	0			
Other	0	0	0	0	0			
Total Operating Expenditure	0	0	0	0	0			
Net Operational (services) Expenditure	0	0	0	0	0			
Variances are calculated by dividing the difference between actual and original budget by the actual								

5.2.6Waste Water (Storm water) and Roads

Description	2013/14				2014/2015			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000							
Total Operating Revenue (excluding tariffs)	0	0	0	0				
Expenditure:								

Employees	2 885	3533	3442	-557				
Repairs and maintenance	100	245	222	-122				
Other	58	68	77	-19				
Total Operating Expenditure	3 723	*3847*	*3742*	*-19*				
Net Operational (services) Expenditure	3 723	**3847**	**3742**	**-19**				
Variances are calculated by dividing the difference between actual and original budget by the actual								

5.2.7Technical Services

Description	**2013/14**				**2014/2015**			
	Original Budget	**Adjusted Budget**	**Actual**	**Variance to Budget**	**Original Budget**	**Adjusted Budget**	**Actual**	**Variance to Budget**
	R'000							
Total Operating Revenue (excluding tariffs)	36 698	146144	44499	7801	48 147 864	38 568 814	61 785 804	-13 637 940
Expenditure:								
Employees	11 946	9418	7198	4748	12 111 315	12 938 809	9 179 148	2 932 167
Repairs and maintenance	8 226	12011	6786	1440	14 498 298	14 993 595	12 568 606	1 929 692
Other	70 559	66833	77570	7011	75 960	83 510	97 168	21 208

					202	157	980.42	778
Total Operating Expenditure	90 731	**88264**	**91554**	**823**	**102 569 815**	**111 442 561**	**118 916 734**	**-8 872 746**
Net Operational (services) Expenditure	54 032	**-57882**	**47055**	**6977**	**54 421 951**	**72 873 747**	**57 130 930**	**2 708 979**
Variances are calculated by dividing the difference between actual and original budget by the actual								

Technical Services: Other

Description	2013/14				2014/2015			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
Total Operating Revenue (excluding tariffs)								
Expenditure:								
Employees								
Repairs and maintenance								
Other								
Total Operating Expenditure								
Net Operational (services) Expenditure								
Variances are calculated by dividing the difference between actual and original budget by the actual								

5.2.8 Local Economic Development

Description	2013/14				2014/2015			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000							
Total Operating Revenue (excluding tariffs)	0	0	0	0				
Expenditure:								
Employees	2 896	2268	1726	1170	3 774 550	2 963 818	4 263 898	-489 348
Repairs and maintenance	0	0	0	0		800 000		
Other	14 629	14689	8271	6358	16 969 743	15 737 630	10 925 826	6 043 917
Total Operating Expenditure	17 526	**16958**	**9998**	**7528**	**20 744 293**	**19 501 448**	**15 189 724**	**5 554 569**
Net Operational (services) Expenditure	17 526	**16958**	**9998**	**7528**	**-20 744 293**	**-19 501 448**	**15 189 724**	**5 554 569**
Variances are calculated by dividing the difference between actual and original budget by the actual								

5.2.9 Community Development

Description	2013/14				2014/2015			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000							
Total Operating Revenue (excluding tariffs)	350	350	1157	807	350 000	350 000	350 000	0
Expenditure:								
Employees	6 260	4652	3749	2511	8 188 002	6 588 607	5 753 037	2 434 965
Repairs and maintenance	472	472	13	459	496 072	152 550	129 981	366 091
Other	4820	5281	4691	129	4 832 332	**5 371 854**	4 746 236	86 096
Total Operating Expenditure	11 552	**10406**	**8454**	**3098**	**13 516 406**	**12 113 011**	**10 629 254**	**2 887 152**
Net Operational (services) Expenditure	11 202	**10056**	**7296**	**3906**	**-13 166 406**	**-11 763 011**	**-10 279 254**	**-2887152**
Variances are calculated by dividing the difference between actual and original budget by the actual								

(a) Social Services Administration

Description	2013/14				2014/2015			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000							
Total Operating Revenue (excluding tariffs)	0	0	0	0				
Expenditure:								
Employees	2 304	2099	1257	1047	2 655 955	2 586 916	2 503 100	152 855
Repairs and maintenance	50	50	3	47	52 550	52 550	3 909	48 641
Other	3 138	3146	3116	22	3 095 000	3 481 000	3318150	-223 150
Total Operating Expenditure	2 267	**5295**	**4378**	**2111**	**5 803 505**	**6 120 466**	**5 825 159**	**-21654**
Net Operational (services) Expenditure	2 267	**5295**	**4378**	**2111**	**5 803 505**	**6 120 466**	**5 825 159**	**-21654**
Variances are calculated by dividing the difference between actual and original budget by the actual								

(b) Sports, Arts and Culture

Description	2013/14				2014/2015			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000							
Total Operating Revenue (excluding tariffs)	0	0	14	-14				
Expenditure:								
Employees	1 254	1026	1125	129	1 701 016	726 978	1 619 217	81 799
Repairs and maintenance	0	0	0	0				
Other	913	945	876	37	1 000 500	1 000 500	811 341	189 159
Total Operating Expenditure	2 038	**1972**	**2002**	**36**	**2 701 516**	**1 72 7 478**	**2 430 558**	**270 958**
Net Operational (services) Expenditure	2 038	**1972**	**1987**	**51**	**2 701 516**	**1 72 7 478**	**2 430 558**	**270 958**
Variances are calculated by dividing the difference between actual and original budget by the actual								

(c) Health Services

Description	2013/2014				2014/2015			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000							
Total Operating Revenue (excluding tariffs)	0	0	0					
Expenditure:								
Employees	312	305			320 319	348 910	332 047	-11 728
Repairs and maintenance	0	0						
Other	67	15	76		67 356	67 356	37 812	29 544
Total Operating Expenditure	**380**	**321**	**78**		**386 675**	**416 266**	**369 859**	**16 816**
Net Operational (services) Expenditure	**380**	**321**	**78**		**386 675**	**416 266**	**369 859**	**16 816**
Variances are calculated by dividing the difference between actual and original budget by the actual								

(d) Libraries

Description	2013/14				2014/2015			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000							
Total Operating Revenue (excluding tariffs)					350	350	350	0
Expenditure:								
Employees					571 689	322 947		
Repairs and maintenance								
Other					356 660	426 660	326 213	30 447

Total Operating Expenditure					**928 349**	**749 607**	326 213	**602 136**
Net Operational (services) Expenditure					**-578 349**	**-399 607**	**23 787**	**554 562**
Variances are calculated by dividing the difference between actual and original budget by the actual								

(e) Transportation and Safety

Description	2013/14				2014/2015			
	Original Budget	Adjusted Budget	Actual	Variance to Budget	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000							
Total Operating Revenue (excluding tariffs)								
Expenditure:								
Employees					1 976 800	1 043 945	630 173	1 346 627
Repairs and maintenance								
Other					12 218	95 740	55 210	42 992
Total Operating Expenditure					**1 989 018**	**1 139 684**	**685 383**	**1 303 635**
Net Operational (services) Expenditure					**1 989 018**	**1 139 684**	**685 383**	**1 303 635**
Variances are calculated by dividing the difference between actual and original budget by the actual								

5.3 GRANTS

5.3.1Grant Performance

The municipality had a total amount of **R181 541 285** for infrastructure and other projects available that was received in the form of grants from the National and provincial Government during the 2014/15financial year. The performance in the spending of these grants is summarized in the table below.

Table Grant Performance for 2014/2015

Grant Description	2013/14			2013/14 Variance		2014/2015			2014/2015 Variance	
	Original budget	Adjusted budget	Actual	Original budget	Adjusted budget	Original budget	Adjusted budget	Actual	Original budget	Adjusted budget
	R'000									
Capital Transfers and Grants										
National Government:										
Municipal Systems Improvement	-890	-890	-890	-890	-890	934 000	934 000	934 000	0	0
Municipal Infrastructure Grant	-98713	-98713	-98713	-98713	-98713	99 541 000	144 541 000	144 541 000	-45 000 000	0
Fire and Emergency Grant-in-Aid	0	0	-185	0	0					
Finance Management Grant	-1550	-1550	-1550	-1550	-1550	1 600 000	1 600 000	1 600 000	0	0
Extended Public Works Grant	-1175	-1175	-1175	-1175	-1175	2 546 000	2 546 000	2 546 000	0	0
Department of Water and Forestry Grant	-3746	-3746	-3608	-3746	-3746	10 000 000	10 000 000	10 000 000	0	0
Library grant	0	-350	398	-350		350 000	350 000	350 000	0	0
North West Provincial Grant	-14000	-14000	14398	-14000			44 881 289			
Clean Communities Project										
District Municipality										
Bojanala Platinum District Municipality							18 000 000	18 000 000	18 000 000	0
Total Capital Transfers and Grants	**120 074**	**120 424**	**121 078**	**120074**	**120074**					
Variances are calculated by dividing the difference between actual and original/adjusted budget by the actual										

5.3.3 Grants received from sources other than the Division of Revenue Act (DoRA)

None

5.3.4Level of reliance on Grants & Subsidies

Table Reliance on grants and subsidies

Financial year	Total grants and subsidies received	Total Operating Revenue	Percentage %
	R'000	R'000	
2013/2014	296 945	350 925	85
2014/2015	229 446 906	322 812	71%

5.4 ASSET MANAGEMENT

5.4.1Treatment of the Three Largest Assets

Table Summary of the largest Asset

Asset 1	
Name	PLANNING - TEMBA WTP SUPPLY ZONE COMMAND
Description	Bulk Water Supply
Asset type	Infrastructure water
Key staff involved	Technical Services
Staff responsibilities	Technical Services
Asset value	R 35 140 152.96

Capital implications	
Future purpose of asset	Water Supply
Describe key issues	
Policies in place to manage asset	Contract in Place with Magalies Water

Table Summary of the second largest Asset

Asset 2	
Name	MOTLA INTERNAL ROADS PHASE 2
Description	Internal Roads
Asset type	Infrastructure - Roads
Key staff involved	Technical Services
Staff responsibilities	Technical Services
Asset value	28 620 119.78
Capital implications	
Future purpose of asset	Internal roads
Describe key issues	
Policies in place to manage asset	

Table Summary of the third largest Asset

Asset 3	
Name	PLANNING MATHIBESTAD WTP SUP ZONE COM RE
Description	PLANNING MATHIBESTAD WTP SUP ZONE COM RE
Asset type	Water Supply
Key staff involved	Technical Services
Staff responsibilities	
Asset value	25 389 482.11

Capital implications	
Future purpose of asset	Supply of Water
Describe key issues	
Policies in place to manage asset	

5.4.2 Repairs and maintenance

Table Repairs and maintenance as a % of total operating expenditure

Description	2013/2014	2014/2015
	R'000	R'000
Total operating expenditure	363 254 479	368 104 596
Repairs and maintenance	8 135 162	14 610 529
% of total OPEX	**2,23%**	**3.99%**

5.5 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

5.5.1 Liquidity Ratio

Table Liquidity financial ratio

Description	Basis of calculation	2013/14	2014/15
		Audited outcome	Audited outcome
Current Ratio	Current assets/current liabilities	36 807 674/112 035 898 **= 0.32**	89 973 367/82 712 133= **1.087**
Current Ratio adjusted for aged debtors	Current assets less debtors >90 days/current	36 807 674 -414 437 ,864/112 035 898 **= -3.37**	89 973 367- 914 050/ 82 712 133= **1.77**

	liabilities		
Liquidity Ratio	Cash and equivalents/Trade creditors and short term borrowing	20 485 699/111 402 998 **=18%**	46 438 815/72 661 655= **63%**

5.5.2 IDP Regulation Financial Viability Indicators

Table Financial Viability

Description	**Basis of calculation**	2014	2015
		Audited outcome	**Audited outcome**
Cost Coverage	(Available cash + Investments)/monthly fixed operational expenditure	20 485 700/(363 254 479/12)= 56.3%	46 438 815/368 104 596= 12.6%
Total Outstanding Service Debtors to Revenue	Total Outstanding Service Debtors / annual revenue received for services	44 209 110/11 459 466 = 385%	79 715 884/ 29 051 343=274%
Debt coverage	(Total Operating Revenue – Operating Grants)/Debt service payments due within financial year	350 925 226 - 182 024 717/112 035 898 = 150%	=(322 812 013- 215 904 740)/ 87 712 133= 121%

5.5.3 Creditors Management

Table Efficiency of Creditors Management

Description	Basis of calculation	2013/2014	2014/2015
		Audited outcome	**Audited outcome**
Creditors system Efficiency	% of Creditors paid within term (within MFMA s.65(e))	90% except for water supplied in previous financial years by CoTMM and Magalies	90% except for water supplied in previous financial years by CoTMM and Magalies

5.5.4 Borrowing Management

Table Efficiency of Borrowing Management

Description	Basis of calculation	2013/2014	2014/2015
		Audited outcome	**Audited outcome**
Capital Charges to Operating Expenditure	Interest & Principal Paid/Operating Expenditure	**0%**	**0**

5.5.5 Employee costs

Table Management of Employee Costs

Table Management of Employee Costs

Description	Basis of calculation	2013/14	2014/2015
		Audited outcome	**Audited outcome**
Employee costs	Employee costs/(Total Revenue – capital revenue)	73 259 195/216,126,391 = 34%	55 789 537/194 373 080 = 29%

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.6 ANALYSIS OF CAPITAL AND OPERATING EXPENDITURE

R'000	Original Budget	Adjusted Budget	Actual	Original Budget variance	Adjusted Budget variance
Capital Expenditure			194 373		
Operating expenditure			215 905		
Total expenditure					
Roads and Storm Water	60 291	82 375	53 565	6 726	28 810
Water	46 109	75 047	83 809	-65 852	27 04
Sanitation	55 967	46 346	25 561	2 501	6 736
External loans					
Internal contributions					
Grants and subsidies			245 011 591		
Other					
Investments redeemed					
Statutory Receipts (including VAT)					

R'000	Original Budget	Adjusted Budget	Actual	Original Budget variance	Adjusted Budget variance
Other receipts					
Salaries, wages and allowances	73 930	68 646	67,624	6 306	1 022
Cash in bank	36 768	994	46 436	-9 668	-45 442
Capital payments	118 666	164 069	194 373	-75 707	-30 304
Investments made	12 413	12 413	42,281	-29 868	-29 868
Other payments (finance lease payments)	0	0	104	-104	-104
Property rates	21 233	31 151	40,411	-19 178	-9260
Service charges	29 067	29 067	39,303	-10 236	-10 236
Other own revenue	12 230	686	1,458	10 772	-722
Employment related costs	73 930	68 646	67,624	6 306	1 022
Provision for working capital					
Repairs and maintenance	65 199	66 151	14,626	50 573	51 525
Bulk purchases	47 925	47 925	24,087	23 838	23 838
Other expenditure (including contracted services)	110 860	118 479	118 240	-7 380	239
Service charges: Water	18 781	18 781	23,526	- 4 745	-4 745
Grants and subsidies: Water	2 546	2 546	10 000	-7 454	- 7 454
Other revenue: Water (yard connections)					
Employee related costs: Water	4 312 464	4 588 462	682 509	3 629 962	-3 905 953
Provision for working capital: Water					

R'000	Original Budget	Adjusted Budget	Actual	Original Budget variance	Adjusted Budget variance
Repairs and maintenance: Water	10 106 995	9 447 840	3 629 955	6 477 040	5 817 885
Bulk purchases: Water	47 295 000	47 295 000	24,087,131	23 207 869	23 207 869
Other expenditure: Water					

5.7 SOURCES OF FINANCE

Table Capital expenditure by funding sources:

Details	2013/14					2014/2015				
	Budget	**Adjustment budget**	**Actual**	**Adjustment to Budget Variance**	**Actual to Budget Variance**	Budget	**Adjustment budget**	**Actual**	**Adjustment to Budget Variance**	**Actual to Budget Variance**
	R'000					R'000				
External loans										
Public contributions										
Grants and subsidies	111 660	117 388	113 888	101%	97%	107 110 000	202 089 000	181 541 285	169%	90%%
Other										
Total										
External loans										
Public contributions										
Grants and subsidies										
Other										
Roads and Storm Water	35 100	30 921	47 300	135%	157%	60 291	82 375	53 565	11%	35%
Water	17 093	36 621	16 061	94%	44%	46 019	75 047	83 809	82%	17%
Sanitation	55 967	46 346	48 707	87%	105%	55 967	46 346	25 561	54%	49%

Total	**108 160**	**113 888**	**112 068**			**162 277**	**203 768**	**162 935**		

5.8 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Table Summary of projects with highest capital expenditure 2014/2015

Name of Project	Original budget	Actual expenditure
PLANNING - TEMBA WTP SUPPLY ZONE COMMAND		35 140 152.96
MOTLA INTERNAL ROADS PHASE 2		28 620 119.78
PLANNING MATHIBESTAD WTP SUP ZONE COM RE		25 389 482.11
GREATER MAUBANE INTERNAL ROADS		19 401 521.56
SWARTDAM GRAVEL ACCESS ROUTES		17 062 315.77

5.9 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS - OVERVIEW

5.9.1 Municipal Infrastructure Grant (MIG)

MIG is a government grant programme designed to fund a reduction in service backlogs, mainly: Water; sanitation; Roads; Electricity. Expenditure on new, upgraded and renewed infrastructure as set out in the table below. This grant is intended to provide specific capital finance for basic municipal infrastructure backlogs for poor households, micro-enterprises and social institutions servicing poor communities. Note also the calculation of the variation.

Table Municipal Infrastructure Grant spend on Service Backlogs 2014/2015

	2013/2014			Variance		2014/2015			Variance	
Details	**Budget**	**Adjustments Budget**	**Actual**	**Budget**	**Adjustments budget**	**Budget**	**Adjustments Budget**	**Actual**	**Budget**	**Adjustments budget**
R'000										
Infrastructure – Roads and Storm Water	35 100	30 921	42 628	121	138	60 291	82 375	53 565	6 726	28 810
Infrastructure – Water	17 093	19 528	13 732	80	70	17 957	56 763	83 809	-65 852	27 046
Infrastructure – Sanitation	55 967	46 346	42 882	76	93	28 062	18 825	25 561	2 501	-6 736
Total	**108 160**	**96 795**	**99 242**	**92**	**103**	**106**	**157**	**162**	**-56 625**	**-4 972**
Variances are calculated by dividing the difference between actual and original/adjusted budget by the actual.										

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENT

Cash flow management is critical to the municipality as it enables the organisation to assess whether enough cash is available at any point in time to cover the council's commitments.

5.10 CASH FLOW

Table Cash flow statement

Description	2013/14			2014/15		
	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget	Actual
	R'000	R'000	R'000	R'000	R'000	R'000
Cash flow from operating activities						
	Receipts					
Services	27 978	22 551	51 168	27 047	36 965	25 250
Grants	296 055	293 055	296 945	332 170	433 549	419 354
Interest income	10 646	10 646	6 631	8 741	8 741	4 184
Other receipts	-	-	3 851	12 325	781	297
Payments						
Suppliers and employees	(217 365)	(208 654)	(155 895)	(249 991)	(251 467)	(267 378)
Finance charges	(154 000)	(154 000)	(10)	(120)	(120)	(104)
Transfers and Grants						
Net cash from/(used) operating activities	**117 257 000**	**117 444 000**	**120 132**	**112 341**	**164 460**	**(44 340)**
Cash flow from investing activities						**128,943,390**
Receipts						
Proceeds from sale of financial assets						
Capital assets	(111 660 000)	(117 388 000)	(96 587)	(118 666)	(208 800)	(138 520)
Net cash from/(used) investing activities	(111 660)	(117 388)	**(96 587)**	(118 666)	(208 800)	**(138 520))**
Cash flow from financing						

Description	2013/14			2014/15		
	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget	Actual
	R'000	R'000	R'000	R'000	R'000	R'000
activities						
Movement in reserves						
	Payments					
Long service awards						
Net cash from financing activities			13			13
Net increase/(decrease) in cash and cash equivalents	5597	56	19 680	(6 325)	188	25,953
Cash/cash equivalents at the beginning of the year	43 037	43 037	805	43 093	806	20,485
Cash/cash equivalents at the end of the year	48 634	48 634	20 485	36 768	994	46,438

5.11 GROSS OUTSTANDING DEBTORS PER SERVICE

Table Gross Outstanding Debtors per Service

Financial year	Rates	Trading services: Electricity & Water	Economic services: Sanitation & Refuse	Housing rentals	Other	Total
	R'000	R'000	R'000	R'000	R'000	R'000
2014/15	12,516	84,232	30 529		27 678	**154 957**
Note: Figures exclude provision for bad debt						

5.12 TOTAL DEBTORS AGE ANALYSIS

Table Service debtor age analysis

Financial year	Less than 30 days	Between 30 – 60 days	Between 60 – 90 days	More than 90 days	150 days	>150 days	Total
	R'	R'	R'	R'		R'	
2013/2014	2 719 898	2 642 835	2 635 564	2 614 564	2 599 044	86 743 256	99 955 161
2014/15	9 761 938.00	782 622.00	770 320.00	763 340.00	4 895 855.00	10 340 224.00	27 314 298.00
Difference	-7 042 040.00	1 860 213.00	1 865 244.00	1 851 224.00	-2 296 811.00	76 403 032.00	72 640 862.00
% growth year on year	**-259%**	70%	71%	71%	-88%	88%	73%

5.13 BORROWING AND INVESTMENTS

5.13.1 Actual Borrowing

- **No borrowing made in the 2014/15 FY**

5.13.2 Municipal Investments –R 46,438,094

- Standard bank - Call account- R30,111,537
- Nedbank - Call account- R12,065,490
- ABSA BANK - Call account R50,778
- ABSA BANK - Call account R 54,029

5.13.3 Declaration of Loans and Grants made by the Municipality

- None

5.13.4 2014/2015 Rates Assesment

The municipality considers effective revenue management to be the blood line of a financially sound institution. In this regards the following policies have been approved by council for the 14/15 financial year, Tariffs policy, indigent policy, rates policy and credit control policy. The municipality monitors its debt book on monthly bases through the MFMA section 71 reports and regular debtor's reconciliations. The indigent policy is in compliance with the government policy that makes provision for Free basic services. This policy is further extended to the indigent and poor people of the municipality who are unemployed, depending on government grant and some are child headed. When considering the possible revenue of the municipality such considerations must be taken into account.

In the year under review, the municipality has seen an increase in the debt book, especially with residential debtors. This increase in debt could be attributed to the lack of economic activity in the municipality , coupled with a high immigration of youth to the surrounding cities and the notion of a rural area being a good place to retire once one reaches a pensionable age. The impact of the slumming economy has also rippled to the municipality. The municipality also established better communication with National and provincial government as a stakeholder, thus enabling a simplified manner of debt collection for government accounts. As a result the municipality is enjoying an overall debt collection rate of 28% in the 2014/15 financial year. The municipality has the opportunity to improve its collection if the credit control policy was to be employed more stringently. The indigent register of the municipality continues to grow on a quarterly basis to counter the debt that. Following the implementation f the 2014/18 valuation roll, the municipality has grown its debtor's records by bringing new farms onto the FMS. In accordance with the MPRA and the approved rates policy, the debtors are categorized and charged a rates tariff that is approved by council. The rates has contributed 48% as a single income component to the overall collections of the municipality. The assessment rates affects just over 16 000 households in the municipality.

COMPONENT D: OTHER FINANCIAL MATTERS

5.14GRAP COMPLIANCE

GRAP is the acronym for **G**enerally **R**ecognized **A**ccounting **P**ractice and it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance will ensure that municipal accounts are comparable and more informative for the municipality. It will also ensure that the municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications.

It was therefore the aim of the management of Moretele Local Municipality to meet the requirement that the financial statements of the Municipality must be GRAP compliant for the financial year under review.

5.15SUPPLY CHAIN MANAGEMENT

The Supply Chain Management (SCM) Policy was approved by the Council. However the AGSA has already indicated in its Audit Report of the previous financial year that "The municipality did not implement an SCM policy as required by section 111 of the MFMA". Corrective measures were therefore implemented in the new financial year to ensure that the SCM policy in place, and non-adherence is reported to Council. SCM processes, as described by the SCM Regulations of 2005 have been followed by the officials of the Municipality during the financial year to which this Report is applicable, with minimal deviations.

To assist the above-mentioned officials to acquire the prescribed financial competencies, National Treasury, with the collaboration of various stakeholders and role-players in the local government sphere, developed an outcomes-based NQF Level 6 qualification in municipal financial management. In terms of Government Notice 493 dated 15 June 2007, the Minimum Competency Levels Regulations indicated that "No municipality or municipal entity may, with effect from 1 January 2013, employ a person as a financial official if that person does not meet the competency levels prescribed for the relevant position in terms of these regulations". A total of 20 employees were identified to undergo the training and obtain the above-mentioned prescribed competencies and qualification. Ten (10) of these employees have already completed their training. The other ten (10) employees are in the process of undergoing the training.

Chapter 6

AUDITOR GENERAL'S FINDINGS

COMPONENT A: AUDITOR-GENERAL OPINION 2014/2015

6.1 Report by the Audit Committee

Draft Annual Audit Committee Report for the year ending 30 June 2015

Report of the Audit Committee

We are pleased to present our annual report for the financial year 2014/2015.

1. Background

The Audit Committee was established in terms of section 166 of the Municipal Finance Management Act (MFMA), (Act No.56 of 2003). The Audit Committee has adopted its written terms of reference.

Statutory requirements

Section 166 of the MFMA stipulates that each municipality must establish an Audit committee. The Audit Committee is an independent advisory body that advises council, political office bearers, accounting officer, and the staff of the municipality on the following:

- Internal financial control and internal audit;
- Risk management;
- Accounting policies;
- The adequacy, reliability and accuracy of financial reporting and information;
- Performance management;

- Effective governance;
- Compliance with the MFMA, the Division of Revenue Act (DORA) and any other applicable legislation;
- Performance evaluation;
- Any other issues referred to by the municipality;
- Review annual financial statements so as to provide authoritative and credible view of the financial position, on overall compliance with MFMA, DORA, ect.
- Respond to Council on any matter raised by the Auditor-General (AGSA); and
- Carry out such investigation into financial of the municipality as may be prescribed from to time.

2. Audit Committee Members and Attendance

The Audit Committee must meet at least four times per annum as required by section 166(4)(b) of the Municipal Finance Management Act. The audit Committee met Seven (7) times in the 2014/15 as listed below:

Name of Member	Position in the Committee	No of meetings attended
Adv. JL Thubakgale	Chairperson	7
Mr C Motau	Member	5
Mr NT Mabunda	Member	7

NB: Due to his unavailability, Mr. L Majake resigned as a member of the Audit Committee.

It is recommended that a vacancy be declared and the vacancy be filled

Audit Committee Responsibility

We report that we have adopted appropriate formal terms of reference in our charter in line with the requirements of Sections 166 of the Municipal Finance Management Act. We further report that we have conducted our affairs in compliance with this charter.

Internal audit

We are satisfied that the internal audit function is operating effectively and that it has addressed the risks pertinent to the entity in its audits. The Internal Audit is implementing their 2014/2015 annual plan as approved by the Audit Committee. The Committee met with Internal Audit during the year to ensure that the function is executed effectively and objectively (from management). We are satisfied with the content and quality of quarterly reports prepared and issued by the internal auditors.

Risk Management

The Municipality has established a Risk Management Committee in place and the committee has held four (4) meetings in the financial year 2014/2015. The terms of reference and the policies relating to risk management have been approved. A quarterly report on Risk Management is submitted to the committee.

In year management and quarterly reports submitted

We reviewed the below reports:

- Quarterly Performance Reports for all four quarters
- Quarterly Budget Statements for all four quarters
- SCM Reports for the first three quarters

- Internal Audit Quarterly Progress Reports for all four quarters
- Quarterly progress on the Risk Management Implementation

The effectiveness of internal control

The system of internal control employed by the entity to financial and risk management is effective, efficient and transparent. In line with the MFMA, Internal Audit provides the Audit Committee and management with reasonable assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to the controls and processes.

Cooperation by Management

- Attendance of meetings by management

The Audit Committee met Seven (7) times and attendance of management is as listed below:

Name of Employee	Position	No of meetings attended
Mr TSR Nkhumise	Municipal Manager	7
Ms NM Rampedi	Chief Financial Officer	6
Mr FT Mabokela	Deputy Chief Financial Officer	5
Mr S Makwela	Director Infrastructure Development Services	3
Mr TJ Matshabe	Director Human Resources and Corporate	3

Ms GR Ramorula	Director Local Economic Development and Planning	5
Mr IS Maroga	Director Community Development Services	3

- An Action Plan to address Internal Audit findings and a Recommendations Register to track implementation of the committee's recommendations were developed. We are dissatisfied at management's cooperation in addressing the two.

Evaluation of Financial Statements

We have reviewed and discussed the unaudited annual financial statement. The final Action Plan to address Auditor General's findings was not submitted to the committee and we cannot give assurance that management has fully addressed the prior year's findings

Auditor-General South Africa

The office of the Audit General South Africa was invited to our meetings, and we met to ensure that there are no unresolved issues.

Approval

_____

Adv L Thubakgale

Chairperson Audit Committee

6.2 AUDITOR-GENERAL REPORT 2013/2014 ACTION PLAN

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
3	**PROPERTY, PLANT AND EQUIPMENT**	Backlog accumulated depreciation incorrectly calculated	Differences were identified when calculating depreciation for the period since the purchase date, up to the beginning of the year under review	Incorrect discount factor of 0.905 in the DRC calculation	review was not done	**Other assets** The CFO should ensure that the municipality monitors, checks and critically reviews financial records; to ensure that assets are properly accounted for in the accounting system. **Infrastructure assets** The CFO should ensure that the municipality uses the correct discount factors in determining the depreciable replacement cost (DRC) of infrastructure assets with no actual cost data available. The calculation for DRC should be corrected and necessary adjustment to financial statement made.	Monthly update of fixed asset register, and quartely reconciliation will be performed and review by senior official	Policy reviewed and tabled with the draft budget. Implemented retrospectively.
4	**PROPERTY, PLANT AND EQUIPMENT**	4. No record of all infrastructure assets within municipal boundaries	The municipality does not have the roads and water infrastructure map	no town/regional plans of the boundaries	reconsider the date. Verify the completeness of the register. Review and verfication	The CFO should ensure that town/regional plans of the boundaries of the municipality are kept and uses these boundaries to determine which infrastructure assets to include in the fixed assets register.	Procure Maps for roads and water infrastructure	Policy reviewed and tabled with the draft budget. Implemented retrospectively.

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
5	**PROPERTY, PLANT AND EQUIPMENT**	5. Property on valuation roll not on the fixed assets register	When comparing the land in the name of the municipality as per the valuation roll to the assets registered, the assets could not be traced to the asset register	Properties belonging to the municipality are known	Lack of review and reconciliation	The CFO should ensure that all properties registered in the name of the municipality are recorded in the fixed asset register	Perform and quartely reconciliations of valuation roll, land register and asset register, and update on quartely basis	community awareness brochure designed. Credit Control policy reviewed.
6	**PROPERTY, PLANT AND EQUIPMENT**	6. Additions transactions do not agree to supporting documents	Asset additions transactions were recorded/ accounted for at incorrect dates and amounts in the fixed assets register	The CFO did not adequately review the asset register to ensure that it is accurate and has complete information	Asset Register not updated and reviewed timeously	The CFO should ensure that the municipality monitors, checks and critically reviews financial records; to ensure that assets are properly accounted for in the accounting system.	Collect all supporting documents of procured assets and update fixed asset register. Implement monthly reviews on updated asset register	Monthly reconciliation of Valuation roll performed
7	**PROPERTY, PLANT AND EQUIPMENT**	7. Insufficient documents supporting the DRC calculations	Documents submitted to support the 0.905 discount factor used in the DRC calculation do not include coefficients for electricity assets.	The CFO should ensure that adequate information that supports the calculations and methods used in determining the assets values is available for audit on request		The CFO should ensure that the municipality has in place an efficient and proper record keeping system; and all official documents are properly filed and are readily available for inspection when requested for the audit	maintain and review a record of all documentation support entries of all assets in the register	Reconciliation from July 2014 to December has been performed and reviewed. Correcting journals to be applied.

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
8	**PROPERTY, PLANT AND EQUIPMENT**	8. No evidence supporting recorded costs of assets without actual cost data	the municipality conducted condition assessments on all its other assets and determined their remaining useful lives (RUL) utilising a condition grading scale. These were used for the depreciation and accumulated depreciation calculations to determine carrying amounts of assets at financial year-end dates	The CFO should ensure that adequate information that support the calculation performed in determine the deemed cost for other assets is kept and available on request	Rates not applied according to different classes of assets. No involvement of Municipal officials when compiling the asset register	The CFO should ensure that there is adequate evidence that support the calculations and methods used in determining the assets values.	Management will apply a deemed cost method as supported by ASB Directive 7 and GRAP 3.	Interim indicators on debtors have been loaded. Enterim readings are being updated monthly on debtors accounts.
9	**PROPERTY, PLANT AND EQUIPMENT**	9. Change in accounting estimate not disclosed	When comparing the assets estimated useful life's per the financial statement for 2012/13 and 2013/14 financial year, it is evident that the estimated useful life's of assets has been changed.	The CFO did not review the financial statement for completeness of disclosure	CFO was not involved in the preparation of AFS.	The CFO should utilise the GRAP disclosure check list to ensure that all necessary disclosure has been made in the financial statement	GRAP compliant checklist will be compiled and implemented to avoid occurance. Ahderence to action plan on AFS preparation to ensure completion of AFS on time for review	Forms completed and signed by all applicants
16	**REVENUE**	Understatement of water charges	Service charges it was noted that the estimates on water charges due to unread meters were not correctly calculated as per credit control and debt collection policy.	The Revenue manager and Senior Revenue Manager did not ensure that water charges were accurate by correctly calculating the estimates as per the credit control and debt collection policy	The policy is not aligned to the environment of the municipality	Senior Revenue Manager should ensure that all revenue is accounted for and recorded in accordance with the prescribed laws and regulations	Review the policy, and implement exceptions reports and review monthly billings	Prior year period corrected

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
18	**PAYABLES**	18. Understatement of accruals in the Annual Financial Statements	transactions were not accrued for at year end	The finance manager did not ensure that accrual listing is complete	Lack of review of the AFS	The CFO should review the subsequent payment and identify all transactions that were not accrued at year end and ensure that accrual listing is complete.	Review invoices recorded on payment regsiter with accounts statements before finalizing accrual listing	MAP secured
22	**PRIOR PERIOD ERROR-PPE**	22. Prior period error – Investment property withdrawn from the financial statements	During the audit of investment property it was noted that management has eliminated investment property of R 240 500 in contradiction to the requirement of GRAP standard.	The chief financial officer did not adequately review the financial information prior to the finalization of the financial statements to ensure that amounts disclosed are accurate	Lack of review of Asset Register	The chief financial officer should amend the financial statements to ensure that they are accurate ensure compliance by the municipality with the GRAP standards	GRAP compliant checklist will be compiled and implemented to avoid occurance. Ahderence to action plan on AFS preparation to ensure completion of AFS on time for review. Error to be corrected during AFS preparation	Misstatement corrected.Land parcel in VR included in FAR at R1 value.
26	**REVENUE**	26. Differences between recomputed interest and recorded GL Interest	During the audit of all interest received: outstanding debtors. It was noted that interest is not included in the calculation for interest on outstanding debt, it was further noted that the interest recomputed on outstanding debt did not agree to the interest recorded in the accounting records	The Senior Revenue Manager and CFO did not ensure that interest charged on outstanding debt is not accurately accounted for as per the credit control and debt collection policy	The Senior Revenue Manager and CFO did not ensure that interest charged on outstanding debt is not accurately accounted for as per the credit control and debt collection policy	Senior Revenue Manager should ensure that all revenue is accounted for and recorded as per the credit control policy	Review credit control policy during budget process and perform monthly reviews on billing by senior manager	Datesand amounts on additions for 2013/14 corrected on FAR

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
34	**SALARIES**	34. Overstatement of overtime	When recalculating overtime paid to employees the following differences were noted between the amount as per payday and the auditors' calculations	The senior payroll officer did not adequately review the overtime worked and paid against the approved hours worked to ensure that hours and the rate used in the calculation is correct	lack of review - various personnel before approval of payment	The senior payroll officer should review the overtime paid against the approved work time and ensure that correct rate is used in the calculation.	Implement salary payment plan and review all salary calculations	Unit rate methodology consulted with AG, and adjustment on prior year values done.
36	**RISK MANAGEMENT**	36. Risk management system not in place not during the 2013-14 financial years	During the audit it was noted that the municipality did not have the following documents in place:Risk management policy;Risk management strategy;The fraud prevention policy; and The fraud prevention plan as required by the MFMA.This has resulted in the municipality not performing ongoing risk identification to identify new and emerging risks, and it's a non-compliance that will be reported on in the management and audit report	The Accounting Officer did not ensure that there is a risk management strategy in place including the relevant policies and the fraud prevention plan	Risk was not regarded as an important element of management (fraud perventaion plan and risk management strategy)	The Accounting officer should ensure:that a risk management system is developed by developing the risk management strategy and the policy, and the fraud prevention policy and the plan.That the risk management strategy is implemented	the risk committee has been established and functional. The set of documents will be adopted in the first quarter of the 2014/2015 financial year	Policies for 2015/16 not reviewed
37	**INTERNAL AUDIT**	37. Internal audit operational plan was not in place for the 2013/14 financial year	During the audit it was noted that the internal audit unit did not prepare detailed annual audit plan as required by the MFMA for the 2013/14	The audit committee did not ensure the effectiveness of the internal audit unit by ensuring that a risk based operational internal audit plan was	Ineffective Audit Committee(shared service)	The audit committee should ensure that a risk based internal audit operational plan is in place and that it covers all the high risk areas at the municipality including	The Internal Audit operational plan for 2014/15 was approved by the Audit Committee on the 12th of June 2014. An annual schedule of meetings	Quarterly Report on the implementation of the Internal Audit plan to be submitted to the Audit Committee (4th Q to be submitted on the 22nd of July 2015)

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
			financial year, as a result the high risk areas of the municipality including the follow ups on prior year audit findings were not review by the internal audit unit This is as a result of the risk management system that was not in place the municipality during the financial year under review.	in place.		follow ups of the prior year audit findings	with expected documents for submition has been developed for 2014/15 and will be developed for every financial year. The schedule will be monitored to ensure that all reporting timeframes as in accordance with the prescrits are adhered to, including all documents for approval and/or review.	
38	**DELEGATIONS**	38. Delegations of responsibilities not in place	During the audit it was noted that the municipality does not have the system for delegation of authority as required by the MFMA that will ensure efficiency operations. There is a risk that officials might authorize outside their responsibilities and results in non-compliance with the MFMA	The accounting officer did not exercise adequate oversight responsibility regarding compliance with the MFMA ensuring that there is a system of delegation of authority that will both maximise administrative & operating efficiency.	The accounting officer did not exercise adequate oversight responsibility regarding compliance with the MFMA ensuring that there is a system of delegation of authority that will both maximise administrative & operating efficiency.	The accounting officer should develop and implement a formal system of delegation of responsibilities within the municipality and ensure approval by Council thereof	a detailed system of delegations has been adopted by council in the second quarter	the review will be done by end of first quarter
40	**IDP**	40. Adoption of the Integrated Development plan not advertised within 14 days	During the audit it was noted that the municipality gave the notice for the adoption of the IDP on 11 of April 2013, 16 days after the plan was adopted by the council as the plan was adopted on the 26 March 2013	The IDP manager did not develop a check list for compliance with laws and regulation to ensure that the municipality complies with laws and regulations	lack of planning in SCM	The accounting officer together with the IDP manager should ensure that a compliance check list is developed, implemented and monitored on regular basis to ensure compliance by the municipality with the key legislations	the IDP process plan will in the future incorporate administrative aspects like notices and adverts on the media	Notice for the final IDP was issued on the

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
41	IDP	41. Non-submission of the integrated development plan with 10 days	During the audit it was noted that the copy of integrated development plan was submitted to the MEC for local government on the 19 June 2013 as evidenced by the acknowledgement letter from the office of the MEC while the IDP was adopted on the 26 March 2013 which is more than 10 days therefore non-compliance with MSA and will be reported in the management report	The IDP manager did not develop a check list for compliance with laws and regulation to ensure that the municipality complies with laws and regulations	develop a receipt date register	The accounting officer together with the IDP manager should ensure that a compliance check list is developed, implemented and monitored on regular basis to ensure compliance by the municipality with the key legislations	the IDP process plan will in the future incorporate administrative aspects like notices and adverts on the media	on-going
42	IDP	42. Service delivery and business implementation plan (SDBIP) not approve on time	During the audit it was noted that the Mayor did not approved the service delivery and budget implementation plan (SDBIP) within 28 days from the approval of the budget. The SDBIP was approved on the 26 July 2013 while the budget was approved on the 26 March 2013	The Mayor did not exercise oversight responsibility regarding compliance with the MFMA section 53(1)(c) by the municipality in ensuring that the SDBIP is approved within the required time by the legislation.	leadership instabilty	The Mayor should ensure that he adequately performs his oversight responsibilities by ensuring compliance with all the key legislations by the municipality.The accounting officer should advise the mayor on key dates and key submissions including approvals by the municipality.	the planning process will be reviewed to ensure compliance to legislation	ongoing

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
43	**INTERNAL AUDIT**	43. Audit committee charter not approved	During the audit it was noted that the audit committee charter has not been finalised as it was still on the draft stage	The audit committee did not ensure compliance with Treasury regulations regarding the development and approval of written terms of reference	Lack of transitional planning during the shift from Shared Audit Committee to own Audit Committee.	The chairperson of the audit committee should ensure that the committee's terms of reference is developed and approved on an annual basis	The Audit Committee Charter will be submitted to Council for approval in January 2015. An annual schedule of meetings with expected documents for submition has been developed for 2014/15 and will be developed for every financial year. The schedule will be monitored to ensure that all reporting timeframes as in accordance with the prescrits are adhered to, including all documents for approval and/or review.	Audit Committee Charter for 2015/16 review by the AC on the June 11th of 2015
44	**PROPERTY, PLANT AND EQUIPMENT**	44. Fixed assets written-off without authorisation	During the financial year under review, the municipality wrote-off and eliminated from the fixed assets register, fixed assets amounting to R1 448 971. However, there was no evidence of considerations made by the accounting officer prior to affecting the write-off and the authorisation from the municipal council was not obtained by the accounting officer	The accounting officer did not exercise oversight responsibility regarding compliance with the MFMA and ensure that proper investigation is done on these assets and council resolution has been obtained before the assets were written off in the financial statements.	Late finalisation of the asset register and lack of review ,resulted in an unauthorised asset write off.	The accounting officer should present the report on the assets lost to the council together with the investigation report for the council to approve the recovery against the official who lost the asset or the write-off	Review the redundent asset list, and prepare an item to MPAC for council approval and comply with SCM policy on disposal	Unit rate methodology consulted with AG, and adjustment on prior year values done.

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
45	**REVENUE**	45. Long outstanding debtors: collection of revenue	During the audit of receivables from exchange transactions it was noted that there are customers owing for more than 90 days and the municipality has not discontinued the customer's services.The total debt for longer than 90 days amounts to R92 452 337.	The senior finance manager and CFO did not ensure that credit control debt collection policy is implemented	non-implementation of the credit control policy. Inability to impose water restrictions due to irregular water supply.	The CFO together with senior finance manager should implement the credit control and debt collection policy	Review credit control policy and implement customised Treasury guide on oustanding debt and conduct community awareness campaigns on payments of services to recover debt	Accounting policy corrected
46	**HUMAN RESOURCE MANAGEMENT**	46. Internal control deficiencies	There is no evidence that the ethical code of conduct is periodically acknowledged by signature from all employees, at least on an annual basis	The accounting officer did not monitor the implementation of internal control process to ensure strong control environment in the human resource unit	Management disregarded the importance of communicating the Code of Conduct to all employees duirng the FY.	The accounting officer should continually assess and evaluate internal controls to ensure that the control activities in place are effective, efficient and transparent and updated when necessary	all employees will be taken through the code of conduct and acknowledge their attendance by affixing their signatures on a specially designed code of conduct acknowledgement form	Induction of entire staff on Code of Conduct
			On inspection of the employee's job description file we noted that only junior staff members have signed job descriptions on the file and the rest of the municipal staff members were not provided, therefore we could not confirm that all municipal employees understand their job descriptions	The accounting officer did not monitor the implementation of internal control process to ensure strong control environment in the human resource unit	Lack of check list to determine documents which should be included in the personnel. Lack of Personnel file review.	The accounting officer should continually assess and evaluate internal controls to ensure that the control activities in place are effective, efficient and transparent and updated when necessary	HOD`s will be provided with job descriptions of their employees to be signed off and files will be updated accordingly	100% Job Descriptions Finalised

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
			There are no performance appraisal is in place for the junior employees	The accounting officer did not monitor the implementation of internal control process to ensure strong control environment in the human resource unit	PMS has not been cascaded to the junior staff employees. Lack of implementation of the PMS policy	The accounting officer should continually assess and evaluate internal controls to ensure that the control activities in place are effective, efficient and transparent and updated when necessary	as soon as guidelines are finally negotiated by SALGA with the unions for implementation then the municipality will implement accordingly	PMS will be implemented in the office of the MM until the system is functional
			Back ground checks were not performed in all appointments by the municipality;	The accounting officer did not monitor the implementation of internal control process to ensure strong control environment in the human resource unit	lack of an background check system.	The accounting officer should continually assess and evaluate internal controls to ensure that the control activities in place are effective, efficient and transparent and updated when necessary	reference check system will be developed and references will be made and recorded prior to appointment	Reference checks to be conducted on all appointments made
			The employee grievance policy is not in place	The accounting officer did not monitor the implementation of internal control process to ensure strong control environment in the human resource unit	Management has placed reliance on the grievience procedure contained in the Main Collective Agreement.	The accounting officer should continually assess and evaluate internal controls to ensure that the control activities in place are effective, efficient and transparent and updated when necessary	we are currently using the grivience procidure which is contained in the main collective agreement	SALGBC Grievance Procedure in place
			The municipality does not have an HR plan in place	The accounting officer did not monitor the implementation of internal control process to ensure strong control environment in the human resource unit		The accounting officer should continually assess and evaluate internal controls to ensure that the control activities in place are effective, efficient and transparent and updated when necessary	the HR and Development plan was approved by Council first quarter of the 2014/2015	Reviewed HR Plan and Implementation report of the Initial one

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
			There is no documented strategy of management monitoring that provide for routine feedback and monitoring of performance objectives	The accounting officer did not monitor the implementation of internal control process to ensure strong control environment in the human resource unit	Lack of implementation of PMS Policy.	The accounting officer should continually assess and evaluate internal controls to ensure that the control activities in place are effective, efficient and transparent and updated when necessary	we are currently in the process of appointing a service provider to assisit in the development of a system of performance management	In progress
			The assessment and feedback on the performance for senior management did not take place	The accounting officer did not monitor the implementation of internal control process to ensure strong control environment in the human resource unit	Leadership disregard of the Performance Management Regulations	The accounting officer should continually assess and evaluate internal controls to ensure that the control activities in place are effective, efficient and transparent and updated when necessary	we are currently in the process of appointing a service provider to assisit in the development of a system of performance management	Not done. To be done for the first quarter of 2015/2016
47	**REVENUE**	47. Unknown Debtors	During the audit of receivables from exchange transactions it was noted that the below debtors selected for testing were unknown to the Municipality therefore revenue or debt not collected from them resulting in loss of revenue	The accounting officer and CFO did not ensure that controls are put in place to ensure completeness of debtors register	Lack of co-related information from the deeds office following post 1994 township establishment . Land transfer has not been allocated to land owners.	Accounting officer and CFO should ensure that there are controls in place to recover all monies due to the municipality on time	Request strategic intervention from Rural Development, to assist with change of ownership. Conduct data cleansing on accounts, reconciling the valuation roll with accounts on FMS and implement correction	locations on Asset register corrected, correct coordinates provided.

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
48	**REVENUE**	48. Water services not charged despite indications of consumption by the consumer	During the audit of revenue: Service charges it was noted that the following customers were not charged for water services, whereas their meter readings indicate they had water consumption for the period	The CFO did not ensure the completeness of the billing report	lack of review of obtained meter readings and capturing thereafter.	The CFO should review the billing report monthly and ensure that the billing report is accurate and complete.The whole population should be re-visited to identify and correct similar errors	Prepare monthly reconciliation of the number of volume consumed vs meter reading and billed amount and verify any variances and correct before final billing is issued. This reconciliation will be reviewed by the senior manager	Depreciatin on prior year corrected, assets correctly classified and depreciated accordingly.
49	**REVENUE**	Customers with faulty water meters not billed	During the audit of revenue: Service charges it was noted that the following customers were not charged for water services for water consumption	The CFO did not ensure the completeness of the billing report	Management did not regularly update the Venus system to incorporate interim charges as determined by the policy.	The CFO should review the billing report monthly and ensure that the billing report is accurate and complete.The whole population should be re-visited to identify and correct similar errors	Update the interim charges functions on Venus System. Prepare monthly reconciliation of the number of volume consumed vs billed amount and meter book recordings, then check any variances and correct before final billing is issued. This reconciliation will be reviewed by the senior manager	Asset verification conducted during June and July and bar code replaced
51	**SCM**	51. Suppliers not on the Municipality's supplier database	The following quotations were sourced and service obtained from the suppliers which were on the data base	Reasons for deviations from the requirements of laws and regulations are not always documented and approved by the accounting officer	The SCM policy does not provide for the use of large cooperations (service providers) that might not see a need to be placed in our local database.	The accounting officer together with the supply chain manager should develop a monitoring check list in ensuring that the municipality complies with the SCM regulations.	Implement SCM check list before any order is issued and signed off by senior manager in SCM	Errors on FAR corrected.

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
52	**EXPENDITURE**	52. Invoice and General Ledger amount differs	During the audit it was noted there were differences between invoice amounts after VAT deduction and amounts recorded in the general ledger	The CFO did not adequately review the financial information processed in the system to ensure accuracy and completeness of the recorded information and the financial statements produced thereto	Lack of review and invoice capturing checklist.	The CFO should review all the information processed in the system to ensure accuracy and completeness prior to preparation of the financial statements	Transaction verification will be implemented before approval on FMS and verified by Manger before signed off by Deputy CFO and CFO	No progress -
53	**EXPENDITURE**	53. Invoices not paid within 30 days	During the audit, it was noted that invoices the following invoices were not paid within30 days after invoice date	Improper controls on receipt and documenting of invoices received from the suppliers.	Receipting of invoices is not centralized.	The Chief financial Officer should ensure a invoice register detailing invoice number, invoice amounts, date of invoice and date of receipt of invoice. The register should be used to ensure invoices are paid within 30 days from date of receipt	Centralise invoice receiptinh and Review the current invoice Register to reflect invoice number, invoice amounts, date of invoice and date of receipt of invoice and date of payment. Centralized receiving of invoices to avoid internal delays	No progress -
54	**EMPLOYEE COSTS**	54. Salary payments to staff on contract not consistent with their contract	During the audit on salary payments to employee's employment contracts, it was noted that the amount paid as per the payday system report does not agree with the total package as per the employees' contract	The Human resource manager did not adequately review the payroll report to ensure that employees are paid according to their employment contracts on a monthly basis	lack of procedure for updating employee status. Lack of review of personnel file content.	The human resource manager should review the whole population for contract employee's payment and ensure that such monies are recovered for any overpayment and also for any under payment employees are paid the outstanding amounts	Develop and implement an employee status update procedure and regularly review employees file contents using a checklist.	Forms completed and signed by all applicants

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
55	**EMPLOYEE COSTS**	55. No information was provided on allowances	Through inspection of the employee personal file, there is no evidence that the following employees are entitled to the allowances. Therefore we could not verify whether the allowances paid were valid, accurate and complete	The Human resource department did not implement controls in order to ensure employee records are properly filed and easily retrievable and are available for audit purposes	lack of procedure for updating employee status. Lack of review of personnel file content.	The human resource manager should put in place a control over the filling of employee files and regular review of the completeness & accuracy of the employee records	Develop and implement an employee status update procedure and regularly review employees file contents using a checklist.	Review of Personal Files Contents using a Check List
56	**PMS**	56. Quarterly performance information reports are not signed as evidence of review	During the audit it was noted that the quarterly performance reports prepared by Integrated Development Plan (IDP) Manager are not signed by the preparer and the reviewer as evidence of having being reviewed	The accounting officer did not develop and implement a procedure manual for the performance information.	insufficient human resource in the PMS unit	The accounting officer should ensure that the performance monitoring unit is sufficiently capacitated for regular review of quarterly reports to take place	management has agreed to the filling of posts in the unit at both senior manager level and other levels	Done
57	**PMS**	57. Inadequate explanation for variances	During the audit was noted that the section 71 monthly budget statement did not contain detailed explanations for the variances between the budget and the actuals, neither did it provide any remedial or corrective steps taken or to be taken to ensure that projected revenue and expenditure remain within the municipality's approved budget	The accounting officer did not ensure that the explanations for the variances as contained in the report are adequate.	Incorrect budget / cash flow projections. Lack of cost centre analysis and review of departmental budgets by senior management.	The accounting officer should review the explanations for the variance and ensure that there are adequate explanations	The department will liaise with the end user departments on the reasons for variance above 5% for inclusion in the monthly budget statement	Implemented, variances are communicated with the end user departments

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
58	**TECHNICAL**	58. The municipality does not have an approved road infrastructure policy	During the audit it was noted that the municipality does not have an approved road infrastructure policy in place to guide the improvements and maintenance of the municipal roads	The accounting officer did not develop and approve the infrastructure management policy on the roads infrastructure management	Lack of a road master plan	The accounting officer together with the roads directorate must ensure that a road infrastructure policy is developed and implemented	Appoint an SP to develop a Road Master Plan	tender at evaluation stage
59	**PMS**	59. Standard operating procedure is not in place	During the audit of performance information it was noted that the entity does not have standard operating procedures with regards to collecting, validating and reporting the performance information	Documented standard operating procedures for performance information are not in place to guide the operations of the entity to comply with Treasury Guidelines	Documented standard operating procedures for performance information are not in place to guide the operations of the entity to comply with Treasury Guidelines	The accounting officer should develop performance information standard operating procedures to guide the municipality in the processes for identifying, collecting, collating, verifying and storing information	the appointed service provider will be tasked with developing standard	A policy framework from Cogta and PT was adopted by Council. It will be used as basis for the formulation of the PMS strategy
60	**PMS**	PRE-DETERMINED OBJECTIVES	60. No technical indicator descriptions	The accounting officer did not adequately review the IDP to ensure that technical indicator descriptions are included for all indicators	The accounting officer did not adequately review the IDP to ensure that technical indicator descriptions are included for all indicators	The accounting officer should ensure that technical indicator descriptions for each performance indicator/measure should defined, communicated and be attached to the IDP as an annexure	services of a service provider will be sourced to ensure completeness of indicators	done

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
			61. 100% access to basic level of water in 2014 not achieved	The accounting officer together with the director on Water and Sanitation did not ensure that a 100% target is set for the provision of basic water to the community and resources are available to achieve the target.	Target does not meet the SMART principle.	The targets are monitored by management to ensure that they are well defined and are met within the timeframes	formulate SMART targets and perform quartely assessments for review and adjustmet where necessary.	done
			62. Evidence to support measures taken to improve performance not provided	The IDP manager did not ensure that performance information reported is supported by adequate supporting documentation	Record management system not in place Lack of review of submitted reports	The IDP manager should ensure that performance information is supported by credible and reliable supporting evidence	upon implementation of the records management system, all performance related records will be identified and filed correctly	POE`s to be verified montlhy to ensure early detection of possibilities of failure
			63. Measures to improve performance not included in the Annual performance report	The accounting officer did not review the annual performance report to ensure that where there is under performance, necessary measures, including the allocation of resources has been put in place and reported as such	No performance assessments conducted in 2013/14 Lack of reviews of the reported information	The accounting officer should allocate resources for the indicators not achieved	Mid term performanve will be conducted in February 2015, there after quarterly assessments will be performed. Areas that need additional resources will be identified and addressed during the budget adjustment review window.	in progress

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
			64. The reported achievement does not agree to supporting documents	The IDP manager did not establish the necessary controls to ensure that the correct information is reported and evidenced by reliable information	Record management system not in place Lack of reviews of the reported information	The IDP manager should review the performance information report against the supporting documentation.	Upon implementation of the records management system, all performance related records will be identified and filed correctly	There is now adequate capacity in the unit which will allow review of the reports. Further the PMS policy is under review to strenthen measures to enhance timely reporting.
			65. Target that was set by the municipality is unachievable	The accounting officer did not review the IDP adequately to ensure that the strategic goals included therein are achievable	The accounting officer did not review the IDP adequately to ensure that the strategic goals included therein are achievable	The accounting officer should ensure that the IDP only includes the strategic goals that are under their control	A needs analysis and an assessment of resources will be conducted to ensure setting of realistic goals. A training on setting of SMART targets will be conducted.	Traninning has been provided to build capacity towards ensuring that the development of strategic goals are achieveable. On going support is being provided to various units/ directorates
			66. Performance indicator not verifiable	The accounting officer did not develop the performance information standard procedure to guide the processes for collecting, verifying and report the performance information.	The accounting officer did not review the IDP adequately to ensure that the strategic goals included therein are verifiable	The accounting officer should develop and communicate the standard operating procedure manual for the performance information	services of a service provider will be sourced to ensure completeness of indicators	Traninning has been provided to build capacity towards ensuring that the development of strategic goals meets the defined criteria. On going support is being provided to various units/ directorates

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
			67. No consistency between planned and reported strategic goals	The accounting officer did exercise oversight responsibility over the review of the annual performance report in ensuring the reported strategic goals are consistent with the IDP.	The accounting officer did exercise oversight responsibility over the review of the annual performance report in ensuring the reported strategic goals are consistent with the IDP.	The Accounting officer together with the IDP Manager must ensure that there is consistency between the planned and reported targets	Review of the reported information will be conducted prior to the submission of the reports. A system of performance management will be implemented and it will include monthly reporting to ensure achievement of set goals	Traninning has been provided to build capacity towrds ensuring that the development of strategic goals meets the defined criteria and that there is aligned reporting. On going support is being provided to various units/ directorates
			68. Target not met on Sanitation	The Accounting Officer and together with the manager Technical director did not ensure that performance indicators on the provision of sanitation is well defined	The Accounting Officer and together with the manager Technical director did not ensure that performance indicators on the provision of sanitation is well defined	The targets are monitored by management to ensure that they are well defined and are met within the timeframes and as per the requirement	monthly management meetings will have as a standing item the progress on set indicators	ongoing
70	**ADMINISTRATIVE**	70. Inadequate action plan in place	Does not address the root causes;Has no clear time frames;Responsible officials for each action;Commitments; and Did not include the control deficiencies form internal audit.	The accounting officer did not ensure that the action plan in place addresses the internal and external audit findings credible, with actions addressing the internal control deficiency, sets out clear time frames and assigns responsibilities appropriately	Lack of review and monitoring of the Action plan	that the action plan in place includes the internal and external audit findings;Addresses the root causes of the internal control deficiency;Has clear time frames; and Assigns appropriate responsibilities.	The action plan has been developed per department for monitoring by the departmental heads. The action will be a standing item in all management meeting and the progres will be reported on in all audit committee meetings	ongoing

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
71	**ADMINISTRATIVE**	71. Minutes of the meetings not signed	During the execution of audit it was noted that the minutes of the meetings are not signed to indicate that they are a true reflection of the proceedings of the meeting	The accounting officer did not implement proper authorisation procedures whereby only the appropriate level of management is responsible to approve minutes of meeting on a timely manner	Lack of reviews of minutes	The accounting officer together with the responsible official delegated with the authority to handle minutes of meetings should ensure that all the minutes of the meetings are approved by being signed.	the current system of delegations will be reviewed to include authorisation procedures for the approval of minutes	to be done during review of delegations
73	**PROPERTY, PLANT AND EQUIPMENT**	73. Inadequate fixed asset register maintained	The fixed assets register maintained by the municipality does not contain for each asset of the municipality, sufficient information to enable the verification of the existence and valuation thereof	The CFO did not review the asset register to ensure that it GRAP complaint.	The CFO did not review the asset register to ensure that it GRAP complaint.	The CFO should ensure that minimum information that should be contained in the assets register is captured as such	Monthly update of fixed asset register, and quartely reconciliation will be performed and review by senior official to make sure that all assets are accounted for	Council resolution obtained to reverse the write off.
74	**PROPERTY, PLANT AND EQUIPMENT**	74. Items of fixed assets not depreciated separately	During the comparisons of the financial statements and the general ledger and trail balance it was noted that the depreciation, accumulated depreciation and impairment for assets is not separately show for each category of the assets	The CFO did not ensure that the assets are correctly categorised in the financial system	The CFO did not ensure that the assets are correctly categorised in the financial system	The CFO should ensure that assets are categorised in the financial system	Monthly update of fixed asset register, and quartely reconciliation will be performed on monthly and review by senior official to make sure that all assets are accounted for and depreciation is per asset classification	No progress -

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
	PROPERTY, PLANT AND EQUIPMENT		No unique asset identification number attached to asset		Lack of review of the asset register	The CFO should ensure that a unique identification number, corresponding with the record of the asset in the fixed assets register, is attached to all municipal assets; to enable the verification of the existence thereof	Monthly tacking of assets and update of fixed asset register as well as monthly reconciliation will be performed on all additions, and and review by senior official to make sure that all assets are accounted .	No progress -
	PROPERTY, PLANT AND EQUIPMENT		No evidence that fixed asset register was reviewed		Lack of review of the asset register	The CFO should ensure that the fixed asset register is reviewed and reconciled with the financial system on a regular basis	Monthly update of fixed asset register, and reconciliation will be performed on monthly and review by senior official to make sure that all assets are accounted for and depreciation is done per asset classifications	Correcting Journal with attachment ready for capturing for prior year errors.
	PROPERTY, PLANT AND EQUIPMENT		No reconciliations between fixed asset register and general ledger		no dedicated personnel in the asset management unit	The CFO should ensure that monthly reconciliation of the assets register are prepared and reviewed by the senior official and differences investigated and resolved.	a Senior personnel has been appointed and will be responsible for the monthly review and reconciliations of the asset register to ensure that all assets are accounted for and depreciation is per asset classification	Corrected on prior year mistatement
75	**REVENUE**	75. Yard connections not complete and application forms not provided	During the audit of revenue: yard connections, application forms for the below connections were not provided to ensure proper authorisation of connections	The Senior Revenue Manager and CFO did not ensure that all revenue earned was accounted for and completely recorded	The Senior Revenue Manager and CFO did not ensure that all revenue earned was accounted for and completely recorded	Senior Revenue Manager should ensure that all revenue is accounted for and recorded	Checklist on approval level for all application forms will be implemented and be signed off by senior manager	In progress for 2014/15

Finding No.	Component	Finding heading	Finding detail	Root Cause	Re-worked Root cause	AG's Recommendation	Managements Corrective Action and Methodology	Status as at 30 June 2015
76	**EXPENDITURE**	76. The request for payment not signed by the municipal manager	Upon discussion with the municipal officials we noted that there is no signed delegation of authority in place for the approval of payment requisitions, however the accounting officer is accountable and should still authorize payment requests.	The Accounting officer did not exercise oversight responsibility regarding internal controls of the municipality	The Accounting officer did not exercise oversight responsibility regarding internal controls of the municipality	The accounting officer together with the CFO should ensure that all the supporting documents should be authorized before making payments.	Systems of Delegations has been adopted by council in the second quartera and is being implemented	Listed invoices were signed off by relevant officials
77	**EXPENDITURE**	77. Payment requisition form not properly authorised	During the audit of it was noted that the following payment requisition forms were not signed by the Chief Financial Officer for authorisation	There is no signed delegation of authority in place for the approval of payment requisitions	There is no signed delegation of authority in place for the approval of payment requisitions	The accounting officer should ensure that the municipality has a system of approval for payment requisition	Delegations has been adopted by council in the second quarter on payment approval level as per delegation framework	ongoing
78	**EMPLOYEE COSTS**	78. Improper record keeping for employee files	During the process of auditing basic salaries employee costs, it was noted employee files are not up to date	Human resources section has inadequate controls over records management of employee's information	Lack of reviews of employee files	The HR director should design and implement an internal control checklist of all documents that should be in each employee's records	A process flow documents will be developed for the Municipality which will tighten control and also ensure accountability.	Personal files will be reviewed to check if every employee has a Personal File

LED and Planning

Classification (impact)	Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology
Internal control deficiency	Permits and operations of Waste Landfill sites	Moretele Local Municipality has no operational or per The identified informal dumping or disposal sites are still used by communities notwithstanding the fact that the sites are not permitted or licensed and in contravention with the requirements of section 20(b) of the NEMWA,2008 (Act no.59 of 2008,)	1. There is limited oversight, management and internal controls implemented to ascertain environmental legislative compliance. 2. On going monitoring supervisions are not undertaken to ascertain and assess the effectiveness of environmental management and operational practices.	Moretele Local Municipality should ensure that their landfill or waste disposal site are permitted(closed) and comply with the permit, conditions and other legislative requirements. Site closed should also be rehabilitated and licensed for closure in terms of section 20 and 45 of the NEMWA.	1. Approval of the environmental by-laws. 2.Appointment of the Environmental and Waste Management Officers. 3. The municipality must budget for the establishment of the landfill site
Internal control deficiency	No monitoring and enforcement on environmental transgressions	Moretele Local Municipality has not implemeted an effective revenue collection management system to enforce fines on the non-compliance of the current municipal by-laws and other legislative requirements, with specific reference to environmental transgressions	Leadership: Effective HR management was not implemented to ensure that adequate and sufficiently skilled enforment officials are in place to ensure that environmental performance is properly monitored and enforced	Management should put the necessary structures in place for proper and continous monitoring and enforcement of environmental legislations and by-laws adopted and promulgated.This should include enough and effective enforcement strategies and officials to monitor and enforce the by-laws and or other related legislative requirements.	1.Appointment of the Environmental and Waste Management Officers.
Internal Control deficiency	No permit or authorisation for the Waste water Treatment Plants and sewer operations	Moretele Local Municipality is not operating its wastewater treatment facility/station (Swartdam) in accordance with section 20 of the NEMWA that requires that all Waste Water Treatment Plants or ponds that receive and treat waste be authorized and licensed for operation.	Leadership:There is no oversight, or proper anagement relating to the operational requirements for waste water treatment and disposal.Processes are not in place or followed to ensure that the municipality complies with the legislative requirements for sewer management and treatment/disposal thereof.	Management should ensure the effective management and operation of their sewer networks to prevent or limit pollution or degradation of the receiving environment as well as subsequent health risks. The current infrastructure, improper maintenance and other resources constraints need to be addresses as a matter of urgency to limit any pollution of raw sewage into the immediate environment	Joint meeting and plan to be developed between the LED and Planning and Infrastructure Services department in addressing the issue.

Classification (impact)	Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology
Internal control deficiency	No EIA database for monitoring of new developments and listed activities	Moretele Local Municipality has still not implemented an EIA database or related management system to effectively monitor the submission, processing and consideration of and decision on applications for environmental authorisations for the commencement of listed activities in order to avoid detrimental impacts on the environment	Leadership: There is no oversight, or proper management relating to infrastrural- and or developments and processes are not in place or followed to ensure that the municipality complies with the legislative requirements for any new developments or listed activities	The municipality either as Applicant or "Commenting Authority" should implement a proper database recording all new developments and listed activities requiring EIA's and related authorization. This database should be regularly updated and monitored to ensure that all activities likely to result in significant environmental impacts (as listed) are authorized and the required processes followed.	Appointment of the personnel and the establishment of the systems to ensure compliance.
Control Weaknesses	Control weaknessess over environmental issues that may impact the environment and AFS	The Constitution, 1996 (Act 108 of 1996) and the NEMA, 1998 (Act No.107 of 1998 specifically refers to environmental rights and considerations applicable on all authorities, including local authorities	1. Control Envoronment the various sections resposiable for environmental related management and control are inadequate staffed and resourced in order to effectively and effeciently manage all environmental issues that fall within the municipality's resposibility in terms of various number of legislative enactments. 2. Risk Assessment- There are no sisk assessment focussing on environmental sustainability and impact on the AFS.3.Monitoring-there are not enough dedicated and qualified officials specifically appointed to monitor and enforce environmental legislative compliance	Management should develop a policy or strategy to identify, address and monitor all general and control weaknessess relating to activities that may impact on the environmental and AFS. The budget should be adequately funded to address the environmental resources constraints and priorities listed in the IDP,SDBIP and other environmental related plans at provincial, district and local authority level	The recommendations are noted and the management shall ensure the development of the policy.

Information Technology

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
80. Information technology security management	• The municipality did not have formally documented and implemented security standards to control password configuration at the network and financial application level. The municipality may not be aware of password security vulnerabilities present in the IT environment	• The municipality did not have the skills internally to resolve the audit issues. • The municipality did not have the skills internally to manage the administrator function. • The municipality did not place adequate emphasis on resolving external audit queries.	• A process is put in place to review and update the IT security standards based on the needs of the municipality; • Municipal performance management metrics should be linked to the resolution of audit related issues • The HR Director should ensure that appropriate training is delivered to the current IT administrators and senior IT resources in order for these resources to provide the necessary IT management functions.	The Corporate Governance of ICT Policy Framework as issued by the DPSA mandates adequate governance of the IT environment. To this end, the Municipality will initiate a thorough review and update of the complete IT Policy landscape. The IT Security Policy will be included in this review.	IT	Mr. Matshabe
	• The default administrator account on the network environment had not been renamed.	• The municipality did not have the skills internally to resolve the audit issues. • The municipality did not have the skills internally to manage the administrator function	• Users that have administrator access are uniquely identifiable on the network. Default administrator accounts should not be used and passwords should not be shared.	Best practices for securing the IT environment will be developed and distributed to staff. Adequate awareness and training will be delivered to all personnel. Security awareness training will be tailored to the staff members receiving the training, e.g. Administrators will receive more detailed security training than day to day users.	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	• A review of the network administrator listing showed that users in the Human Resources department were granted administrator access at a network level.	• The municipality did not have the skills internally to resolve the audit issues. • The municipality did not have the skills internally to manage the administrator function	• Users that have administrator access are uniquely identifiable on the network. Default administrator accounts should not be used and passwords should not be shared.	Best practices for securing the IT environment will be developed and distributed to staff. Adequate awareness and training will be delivered to all personnel. Security awareness training will be tailored to the staff members receiving the training, e.g. Administrators will receive more detailed security training than day to day users.	IT	Mr. Matshabe
	• The municipality did not review the activities of administrators at a network and financial application level	• The municipality did not have the skills internally to resolve the audit issues. • The municipality did not have the skills internally to manage the administrator function	• Users that have administrator access are uniquely identifiable on the network. Default administrator accounts should not be used and passwords should not be shared.	Best practices relating to IT Security procedures and activities will be developed and distributed to IT administration staff. Adequate awareness and training will be delivered to relevant IT personnel.	IT	Mr. Matshabe
	• The municipality did not have a valid software license for the Symantec Anti-Virus application. The municipality did not have the ability to centrally manage and monitor the Anti-Virus capability. Anti-Virus updates had to be done manually on each user machine	The municipality did not have the budget (approximately R150000-00 annually) to address the Anti-Virus license fees. • The municipality did not have the skills or the tools available to monitor firewall activity.	• Budget is made available to procure the necessary software licences necessary for efficient IT operations;	• Budget adjustment to procure software licenses	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	• The municipality did not review firewall activities	The municipality did not have the budget (approximately R150000-00 annually) to address the Anti-Virus license fees. • The municipality did not have the skills or the tools available to monitor firewall activity.	• Budget is made available to procure the necessary software licences necessary for efficient IT operations;	Best practices relating to IT Security procedures will be developed and distributed to IT administration staff. Adequate firewall administration training will be delivered to relevant IT personnel. Firewall awareness training will be tailored to the staff members receiving the training, e.g. Administrators will receive more detailed security training.	IT	Mr. Matshabe
	• The SQL database security configuration settings were not provided for audit purposes. As a result, the following security settings could not be confirmed: - SQL administrative privileges were allocated to those that perform SQL administrative functions on the database; - Audit logging was enabled on the database; - The authentication mode utilised could not be confirmed; and - The process for implementing security patches for the SQL database	The municipality did not have the skills internally to implement adequate SQL database security.	• Budget is made available to procure the necessary software licences necessary for efficient IT operations;	A configuration baseline policy and restoration procedure for the SQL server will be developed and implmented to suit the requirements of the financial application. Adequate server maintenance training will be delivered to relevant IT personnel.	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	• Failure to develop and approve password policies and ensure that they are adequately implemented may lead to security configuration that does not address the municipality's current operational and security requirements and vulnerabilities	The municipality did not have the budget (approximately R150000-00 annually) to address the Anti-Virus license fees. • The municipality did not have the skills or the tools available to monitor firewall activity.	• Budget is made available to procure the necessary software licences necessary for efficient IT operations;	The Corporate Governance of ICT Policy Framework as issued by the DPSA mandates adequate governance of the IT environment. To this end, the Municipality will initiate a thorough review and update of the complete IT Policy landscape. The IT Security Policy will be included in this review.	IT	Mr. Matshabe
	• Failure to rename default administrator account may lead to unauthorised access to the super user level and could result in unauthorised changes to information at network level.	The municipality did not have the budget (approximately R150000-00 annually) to address the Anti-Virus license fees. • The municipality did not have the skills or the tools available to monitor firewall activity.	• Users that have administrator access are uniquely identifiable on the network. Default administrator accounts should not be used and passwords should not be shared.	Best practices for securing the IT environment will be developed and distributed to staff. Adequate awareness and training will be delivered to all personnel. Security awareness training will be tailored to the staff members receiving the training, e.g. Administrators will receive more detailed security training than day to day users.	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	• Municipal staff may be granted access that is beyond the requirements of their job function.	• The municipality did not have the skills internally to resolve the audit issues. • The municipality did not have the skills internally to manage the administrator function	• Users that have administrator access are uniquely identifiable on the network. Default administrator accounts should not be used and passwords should not be shared.	Municipal staff utilising the financial applications will be assessed to determine their job function. Access to financial systems by Municipal staff will be limited to their job function.	IT	Mr. Matshabe
	• The municipality may be unaware of unauthorized activity at the network and financial application level	• The municipality did not have the skills internally to resolve the audit issues. • The municipality did not have the skills internally to manage the administrator function	• Users that have administrator access are uniquely identifiable on the network. Default administrator accounts should not be used and passwords should not be shared.	Best practices relating to IT Security procedures will be developed and distributed to IT administration staff. Adequate financial application administration training will be delivered to relevant IT and business personnel. User review training will be tailored to the staff members receiving the training, e.g. Administrators will receive more detailed security training.	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	• The municipality may be exposed to known and unknown security threats (spam, malware, Trojan viruses, etc.).	The municipality did not have the budget (approximately R150000-00 annually) to address the Anti-Virus license fees. • The municipality did not have the skills or the tools available to monitor firewall activity.	• Users that have administrator access are uniquely identifiable on the network. Default administrator accounts should not be used and passwords should not be shared.	Best practices relating to IT Security procedures will be developed and distributed to IT administration staff. Adequate Anti-virus administration training will be delivered to relevant IT personnel. Anti-virus awareness training will be tailored to the staff members receiving the training, e.g. Administrators will receive more detailed security training.	IT	Mr. Matshabe
	• Failure to appropriately manage the firewall and the events thereof may result in critical application servers being exposed to hacker attacks	The municipality did not have the budget (approximately R150000-00 annually) to address the Anti-Virus license fees. • The municipality did not have the skills or the tools available to monitor firewall activity.	• Appropriate training is delivered to administrators and senior IT resources in order for these resources to provide the necessary IT management functions	Best practices relating to IT Security procedures will be developed and distributed to IT administration staff. Adequate firewall administration training will be delivered to relevant IT personnel. Firewall awareness training will be tailored to the staff members receiving the training, e.g. Administrators will receive more detailed security training.	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	• Failure to extract database security settings makes it difficult for IT management to monitor and evaluate whether adequate security parameters have been adequately configured on the database	The municipality did not have the budget (approximately R150000-00 annually) to address the Anti-Virus license fees. • The municipality did not have the skills or the tools available to monitor firewall activity.	• Appropriate training is delivered to administrators and senior IT resources in order for these resources to provide the necessary IT management functions	A configuration baseline policy and restoration procedure for the SQL server will be developed and implmented to suit the requirements of the financial application. Adequate server maintenance training will be delivered to relevant IT personnel.	IT	Mr. Matshabe
79. Information technology governance	Policies and procedures for the IT environment had not been approved and implemented.	• The IT unit did not have the skills internally to develop IT training material • Formal training on IT was not part of the induction pack for new employees • The municipality did not place adequate emphasis on resolving external audit queries.	• A process is put in place to review, update and approve the IT policy environment based on the needs of the municipality. • Adequate budget is made available to initiate the process to develop, approve and implement an IT Strategic Plan. The IT Strategic Plan should be based on the requirements of the municipality.	The Corporate Governance of ICT Policy Framework as issued by the DPSA mandates adequate governance of the IT environment. To this end, the Municipality will initiate a thorough review and update of the complete IT Policy landscape.	IT	Mr. Matshabe
	The municipality did not have a formal training program developed to train new and existing users on how to effectively use IT resources at the municipality. Users are informally trained to use the financial applications (IQMS, CaseWare, PayDay and Venus) approved IT Organogram in place.	• The IT unit did not have the skills internally to develop IT training material • Formal training on IT was not part of the induction pack for new employees • The municipality did not place adequate emphasis on resolving external audit queries.	• The current IT staffs is skilled up to enable the development of IT Training material. Alternatively, an external service provider should be contracted to provide the service. • The IT Training material should be included as part of the induction pack to new municipal employees. • An exercise to assess the training needs of current employees should be done. This should be used as a basis to determine the training needs implicit to the municipality	A training program will be developed for IT staff based on the requirements of the Municipality. The training content and retention periods will be agreed with IT staff concerned.	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	The SLA documents in place between the municipality and respective vendors (BCX, BigTime, TELKOM and PAYDAY) were not adequately documented. The following areas were not covered: o Service performance measures were not documented. o Reporting and feedback mechanisms were not documented	• Reliance was placed on the vendors to provide the SLA. The municipality did not have the skills to develop an internal SLA agreement. • The contract management procedure was not adhered to in holdings regular meetings with the service providers IT management did not place adequate emphasis in holding these meetings as these were deemed not necessary. • IT Management did not place adequate emphasis on reviewing and signing the CQS SLA document. These were deemed not necessary as CQS supports the CaseWare application and is only used for compiling financial reports.	• The newly appointed municipal legal team develops an SLA document to suit the requirement of the municipality. • Regular SLA meetings are held with service providers to assess performance against measurable targets. • All outstanding contracts are with service providers are reviewed and approved.	The various Service Level Agreements (SLA) between the Municipality and its service providers will be reviewed for adequacy and currency. Any amendments to the current SLA will be agreed with the vendor concerned. An SLA monitoring schedule and acvtivity procedure will be developed and implemented.	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	The municipality did not hold meetings with the vendors that it has entered in to SLAs with to monitor their performance against targets	• Reliance was placed on the vendors to provide the SLA. The municipality did not have the skills to develop an internal SLA agreement. • The contract management procedure was not adhered to in holdings regular meetings with the service providers IT management did not place adequate emphasis in holding these meetings as these were deemed not necessary. • IT Management did not place adequate emphasis on reviewing and signing the CQS SLA document. These were deemed not necessary as CQS supports the CaseWare application and is only used for compiling financial reports.	• The newly appointed municipal legal team develops an SLA document to suit the requirement of the municipality. • Regular SLA meetings are held with service providers to assess performance against measurable targets. • All outstanding contracts are with service providers are reviewed and approved.	The various Service Level Agreements (SLA) between the Municipality and its service providers will be reviewed for adequacy and currency. Any amendments to the current SLA will be agreed with the vendor concerned. An SLA monitoring schedule and acvtivity procedure will be developed and implemented.	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	An SLA between CQS and the municipality was in draft and had not been signed.	• Reliance was placed on the vendors to provide the SLA. The municipality did not have the skills to develop an internal SLA agreement. • The contract management procedure was not adhered to in holdings regular meetings with the service providers IT management did not place adequate emphasis in holding these meetings as these were deemed not necessary. • IT Management did not place adequate emphasis on reviewing and signing the CQS SLA document. These were deemed not necessary as CQS supports the CaseWare application and is only used for compiling financial reports.	• The newly appointed municipal legal team develops an SLA document to suit the requirement of the municipality. • Regular SLA meetings are held with service providers to assess performance against measurable targets. • All outstanding contracts are with service providers are reviewed and approved.	The various Service Level Agreements (SLA) between the Municipality and its service providers will be reviewed for adequacy and currency. Any amendments to the current SLA will be agreed with the vendor concerned. An SLA monitoring schedule and acvtivity procedure will be developed and implemented.	IT	Mr. Matshabe
	Failure to review/develop IT policies on defined intervals and ensure that they are approved timely may lead to policies that do not address municipality's current operational and security requirements and vulnerabilities. Further, management may not be able to enforce the provisions of the IT policies if these are in draft format.	• The IT unit did not have the skills internally to develop IT training material • Formal training on IT was not part of the induction pack for new employees • The municipality did not place adequate emphasis on resolving external audit queries.	• A process is put in place to review, update and approve the IT policy environment based on the needs of the municipality. • Adequate budget is made available to initiate the process to develop, approve and implement an IT Strategic Plan. The IT Strategic Plan should be based on the requirements of the municipality.	The Corporate Governance of ICT Policy Framework as issued by the DPSA mandates adequate governance of the IT environment. To this end, the Municipality will initiate a thorough review and update of the complete IT Policy landscape.	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	Without an IT strategic plan in place there may be wasteful and unbudgeted expenditure related to IT as there is no clear strategic IT direction.	• Adequate budget was not made available to develop the IT Strategic Plan due to operational constraints within the municipality	• A process is put in place to review, update and approve the IT policy environment based on the needs of the municipality. • Adequate budget is made available to initiate the process to develop, approve and implement an IT Strategic Plan. The IT Strategic Plan should be based on the requirements of the municipality.	An IT Strategic Plan will be developed taking into account the medium term requirements of the Municipality. The recommended initiatives from the IT Strategic Plan will serve as a basis for the improvement of the IT Department to better serve the Municipal needs.	IT	Mr. Matshabe
	New users may be unable to effectively perform their job functions due to a lack of understanding of how to use the municipality's IT systems	• The IT unit did not have the skills internally to develop IT training material • Formal training on IT was not part of the induction pack for new employees • The municipality did not place adequate emphasis on resolving external audit queries.	• The current IT staffs is skilled up to enable the development of IT Training material. Alternatively, an external service provider should be contracted to provide the service. • The IT Training material should be included as part of the induction pack to new municipal employees. • An exercise to assess the training needs of current employees should be done. This should be used as a basis to determine the training needs implicit to the municipality	Training material for utilising the IT applications will be developed and distributed to staff. Adequate IT awareness and training will be delivered to all personnel. IT Application training will be tailored to the staff members receiving the training, e.g. Application administrators will receive more detailed application training. Day to day users will receive training on how to perform their job function to best utilise the IT applications.	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	Without an adequate risk assessment process, the municipality can neither sufficiently anticipate nor address threats and vulnerabilities to its assets nor design appropriate controls to mitigate risk	• The municipality did not have the capacity and skills to establish a Risk Committee with Risk Champions in order to drive the development of the risk management framework, the IT risk assessments and IT risk register.	• The Risk Committee is established and a risk register is reviewed and approved. The risk register should contain IT risks to a sufficient level of detail	An IT Risk Management Policy and Procedure will be developed and implemented taking into account the requirements of the Municipality.	IT	Mr. Matshabe
	Without a comprehensive SLA between the municipality and IT service providers, there exists and inadequate basis to govern the relationship between the municipality and its service providers and manage deliverables effectively.	• Reliance was placed on the vendors to provide the SLA. The municipality did not have the skills to develop an internal SLA agreement. • The contract management procedure was not adhered to in holdings regular meetings with the service providers IT management did not place adequate emphasis in holding these meetings as these were deemed not necessary. • IT Management did not place adequate emphasis on reviewing and signing the CQS SLA document. These were deemed not necessary as CQS supports the CaseWare application and is only used for compiling financial reports.	• The newly appointed municipal legal team develops an SLA document to suit the requirement of the municipality. • Regular SLA meetings are held with service providers to assess performance against measurable targets. • All outstanding contracts are with service providers are reviewed and approved.	The various Service Level Agreements (SLA) between the Municipality and its service providers will be reviewed for adequacy and currency. Any amendments to the current SLA will be agreed with the vendor concerned. An SLA monitoring schedule and acvtivity procedure will be developed and implemented.	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	The municipality may be unable to claim compensation in the event that the draft SLA terms are not fulfilled, as the SLA has not been approved.	• Reliance was placed on the vendors to provide the SLA. The municipality did not have the skills to develop an internal SLA agreement. • The contract management procedure was not adhered to in holdings regular meetings with the service providers IT management did not place adequate emphasis in holding these meetings as these were deemed not necessary. • IT Management did not place adequate emphasis on reviewing and signing the CQS SLA document. These were deemed not necessary as CQS supports the CaseWare application and is only used for compiling financial reports.	• The newly appointed municipal legal team develops an SLA document to suit the requirement of the municipality. • Regular SLA meetings are held with service providers to assess performance against measurable targets. • All outstanding contracts are with service providers are reviewed and approved.	The various Service Level Agreements (SLA) between the Municipality and its service providers will be reviewed for adequacy and currency. Any amendments to the current SLA will be agreed with the vendor concerned. An SLA monitoring schedule and acvtivity procedure will be developed and implemented.	IT	Mr. Matshabe
81. User account management	The municipality had an ICT Policy document in place that covered user access creation, termination, and periodic user access review. The policy did not cover the user modification; password reset processes and username standards.	• The municipality did not have the skills internally to review the user management policy and identify gaps in the content. • The municipality did not place emphasis internally to monitoring adherence to the user management policy. • The municipality did not place adequate emphasis on resolving external audit queries	• A process is put in place to review and update the IT policy environment based on the needs of the municipality. • Where policies are updated, compliance to such is monitored and sufficient compliance records are retained. • There is compliance to the user management policy statement by the relevant municipal departments and users. • There is appropriate training is delivered to administrators and senior IT resources in order for these resources to provide the necessary IT management functions. • Municipal performance management metrics should be linked to the resolution of audit related issues.	The Corporate Governance of ICT Policy Framework as issued by the DPSA mandates adequate governance of the IT environment. To this end, the Municipality will initiate a thorough review and update of the complete IT Policy landscape. The IT User Access management Policy will be included in this review.	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	Evidence could not be obtained to confirm that users created on the network and financial applications for the period under review were authorised. Furthermore no reviews were performed to determine if the users carried out any unauthorised critical transactions.	• The municipality did not have the skills internally to review the user management policy and identify gaps in the content. • The municipality did not place emphasis internally to monitoring adherence to the user management policy. • The municipality did not place adequate emphasis on resolving external audit queries	• A process is put in place to review and update the IT policy environment based on the needs of the municipality. • Where policies are updated, compliance to such is monitored and sufficient compliance records are retained. • There is compliance to the user management policy statement by the relevant municipal departments and users. • There is appropriate training is delivered to administrators and senior IT resources in order for these resources to provide the necessary IT management functions. • Municipal performance management metrics should be linked to the resolution of audit related issues.	Best practices relating to User Access Management will be developed and distributed to IT administration staff. Adequate User Administration administration training will be delivered to relevant IT personnel. User Administration awareness training will be tailored to the staff members receiving the training, e.g. Administrators will receive more detailed security training.	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	The municipality did not conduct a review of user access to determine if user access on the financial applications was commensurate with their job functions.	• The municipality did not have the skills internally to review the user management policy and identify gaps in the content. • The municipality did not place emphasis internally to monitoring adherence to the user management policy. • The municipality did not place adequate emphasis on resolving external audit queries	• A process is put in place to review and update the IT policy environment based on the needs of the municipality. • Where policies are updated, compliance to such is monitored and sufficient compliance records are retained. • There is compliance to the user management policy statement by the relevant municipal departments and users. • There is appropriate training is delivered to administrators and senior IT resources in order for these resources to provide the necessary IT management functions. • Municipal performance management metrics should be linked to the resolution of audit related issues.	Best practices relating to User Access Management will be developed and distributed to IT administration staff. Adequate User Administration administration training will be delivered to relevant IT personnel. User Administration awareness training will be tailored to the staff members receiving the training, e.g. Administrators will receive more detailed security training.	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	Failure to review IT policies on defined intervals and ensure that they are complete may lead to policies that do not address municipality's current operational and security requirements and vulnerabilities	• The municipality did not have the skills internally to review the user management policy and identify gaps in the content. • The municipality did not place emphasis internally to monitoring adherence to the user management policy. • The municipality did not place adequate emphasis on resolving external audit queries	• A process is put in place to review and update the IT policy environment based on the needs of the municipality. • Where policies are updated, compliance to such is monitored and sufficient compliance records are retained. • There is compliance to the user management policy statement by the relevant municipal departments and users. • There is appropriate training is delivered to administrators and senior IT resources in order for these resources to provide the necessary IT management functions. • Municipal performance management metrics should be linked to the resolution of audit related issues.	The Corporate Governance of ICT Policy Framework as issued by the DPSA mandates adequate governance of the IT environment. To this end, the Municipality will initiate a thorough review and update of the complete IT Policy landscape.	IT	Mr. Matshabe
	Unauthorised transactions may be performed by users and these may go undetected as there are no reviews performed	• The municipality did not have the skills internally to review the user management policy and identify gaps in the content. • The municipality did not place emphasis internally to monitoring adherence to the user management policy. • The municipality did not place adequate emphasis on resolving external audit queries	• A process is put in place to review and update the IT policy environment based on the needs of the municipality. • Where policies are updated, compliance to such is monitored and sufficient compliance records are retained. • There is compliance to the user management policy statement by the relevant municipal departments and users. • There is appropriate training is delivered to administrators and senior IT resources in order for these resources to provide the necessary IT management functions. • Municipal performance management metrics should be linked to the resolution of audit related issues.	Best practices relating to IT Security procedures will be developed and distributed to IT administration staff. Adequate user administration training will be delivered to relevant IT personnel. User administration awareness training will be tailored to the staff members receiving the training, e.g. Administrators will receive more detailed security training.	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	Failure to periodically review users' access rights may result in users being granted excessive privileges leading to users performing unauthorised system based functions.	• The municipality did not have the skills internally to review the user management policy and identify gaps in the content. • The municipality did not place emphasis internally to monitoring adherence to the user management policy. • The municipality did not place adequate emphasis on resolving external audit queries	• A process is put in place to review and update the IT policy environment based on the needs of the municipality. • Where policies are updated, compliance to such is monitored and sufficient compliance records are retained. • There is compliance to the user management policy statement by the relevant municipal departments and users. • There is appropriate training is delivered to administrators and senior IT resources in order for these resources to provide the necessary IT management functions. • Municipal performance management metrics should be linked to the resolution of audit related issues.	Best practices relating to User Access Management will be developed and distributed to IT administration staff. Adequate User Administration administration training will be delivered to relevant IT personnel. User Administration awareness training will be tailored to the staff members receiving the training, e.g. Administrators will receive more detailed security training.	IT	Mr. Matshabe
82. Information technology service continuity	• The Disaster Recovery Policy required a disaster recovery plan to be developed; however the Disaster Recovery Plan had not been drafted for the municipality.	• The municipality did not have the skills internally to resolve the audit issues. • The municipality did not place adequate emphasis on resolving external audit queries.	• A process is put in place to review and update the IT policy environment based on the needs of the municipality. • Compliance to relevant policies is monitored and sufficient records of activities are retained. • Municipal performance management metrics should be linked to the resolution of audit related issues.	The Corporate Governance of ICT Policy Framework as issued by the DPSA mandates adequate governance of the IT environment. To this end, the Municipality will initiate a thorough review and update of the complete IT Policy landscape. The IT Disaster Recovery Policy will be included in this review.	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	Backups performed for financial applications (IQMS, CaseWare, PayDay and Venus) had not been tested on a periodic basis to determine if the data is recoverable	• The municipality did not have the skills internally to resolve the audit issues. • The municipality did not place adequate emphasis on resolving external audit queries.	• A process is put in place to review and update the IT policy environment based on the needs of the municipality. • Compliance to relevant policies is monitored and sufficient records of activities are retained. • Municipal performance management metrics should be linked to the resolution of audit related issues.	Best practices relating to Backup Management will be developed and distributed to IT administration staff. Adequate Backup administration training will be delivered to relevant IT personnel. Backup Administration awareness training will be tailored to the staff members receiving the training, e.g. Administrators will receive more detailed security training.	IT	Mr. Matshabe
	Electronic backups for the network and financial applications were not regularly taken. A chronological record of backup events was not maintained	The backup function was poorly managed and not monitored by senior management. • The offsite storage receipts were not promptly filed and subsequently misplaced.	• A process is put in place to review and update the IT policy environment based on the needs of the municipality. • Compliance to relevant policies is monitored and sufficient records of activities are retained. • Municipal performance management metrics should be linked to the resolution of audit related issues.	Best practices relating to Backup Management will be developed and distributed to IT administration staff. Adequate Backup administration training will be delivered to relevant IT personnel. Backup Administration awareness training will be tailored to the staff members receiving the training, e.g. Administrators will receive more detailed security training.	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	The municipality did not consistently retain evidence showing that backups were stored at an offsite location in order to safeguard against loss of municipal information	The backup function was poorly managed and not monitored by senior management. • The offsite storage receipts were not promptly filed and subsequently misplaced.	• A process is put in place to review and update the IT policy environment based on the needs of the municipality. • Compliance to relevant policies is monitored and sufficient records of activities are retained. • Municipal performance management metrics should be linked to the resolution of audit related issues.	Best practices relating to Backup Management will be developed and distributed to IT administration staff. Adequate Backup administration training will be delivered to relevant IT personnel. Backup Administration awareness training will be tailored to the staff members receiving the training, e.g. Administrators will receive more detailed security training.	IT	Mr. Matshabe
	Without an approved Disaster Recovery Plan (DRP), the municipality may lose critical financial data in the event of a disaster	The backup function was poorly managed and not monitored by senior management. • The offsite storage receipts were not promptly filed and subsequently misplaced.	• A process is put in place to review and update the IT policy environment based on the needs of the municipality. • Compliance to relevant policies is monitored and sufficient records of activities are retained. • Municipal performance management metrics should be linked to the resolution of audit related issues.	The Corporate Governance of ICT Policy Framework as issued by the DPSA mandates adequate governance of the IT environment. To this end, the Municipality will initiate a thorough review and update of the complete IT Policy landscape. The IT Disaster Recovery Plan will be included in this review.	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	Relevant data may not be recoverable in the event of a disaster due to backups not being tested	The backup function was poorly managed and not monitored by senior management. • The offsite storage receipts were not promptly filed and subsequently misplaced.	• A process is put in place to review and update the IT policy environment based on the needs of the municipality. • Compliance to relevant policies is monitored and sufficient records of activities are retained. • Municipal performance management metrics should be linked to the resolution of audit related issues.	Best practices relating to Backup Management will be developed and distributed to IT administration staff. Adequate Backup administration training will be delivered to relevant IT personnel. Backup Administration awareness training will be tailored to the staff members receiving the training, e.g. Administrators will receive more detailed security training.	IT	Mr. Matshabe
	Relevant data may not be recoverable in the event of a disaster due to backups not being performed	The backup function was poorly managed and not monitored by senior management. • The offsite storage receipts were not promptly filed and subsequently misplaced.	• A process is put in place to review and update the IT policy environment based on the needs of the municipality. • Compliance to relevant policies is monitored and sufficient records of activities are retained. • Municipal performance management metrics should be linked to the resolution of audit related issues.	Best practices relating to Backup Management will be developed and distributed to IT administration staff. Adequate Backup administration training will be delivered to relevant IT personnel. Backup Administration awareness training will be tailored to the staff members receiving the training, e.g. Administrators will receive more detailed security training.	IT	Mr. Matshabe

Finding heading	Finding detail	Root Cause	AG's Recommendation	Managements Corrective Action and Methodology	Department and Director/Manager	Responsible Person
	Data loss could occur if backups are not stored at an off-site location in an event of a disaster occurring at the primary site. The risk is increased when backup tapes are overwritten in no particular order and not removed from the tape library	The backup function was poorly managed and not monitored by senior management. • The offsite storage receipts were not promptly filed and subsequently misplaced.	• A process is put in place to review and update the IT policy environment based on the needs of the municipality. • Compliance to relevant policies is monitored and sufficient records of activities are retained. • Municipal performance management metrics should be linked to the resolution of audit related issues.	Best practices relating to Backup Management will be developed and distributed to IT administration staff. Adequate Backup administration training will be delivered to relevant IT personnel. Backup Administration awareness training will be tailored to the staff members receiving the training, e.g. Administrators will receive more detailed security training.	IT	Mr. Matshabe

6.3 2014/2015 Auditr General's Report

6.4 2014/2015 Annual Financial Statements