

2013-14

Draft



Annual Report

Waterberg District Municipality



Abstract

The Annual Performance Report indicates that the Integrated Development Plan was implemented through the Service Delivery and Budget Implementation Plan. On its own it covers the predetermined objectives part of auditing. However it does not fully cover all the Key Performance Indicators but Component K will cover 214 KPIs. The Annual Performance Report is prepared in terms of section 46 of the Municipal System Act 32 of 2000. The CAPEX for the year under review is 61, 48% which is 8.52% short of the target of 70%. Of the 86 projects in the IDP inclusive of roll over projects, 59 were completed. There is still a high roll over of IDP projects.

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1. Chapter 1 –Executive Mayor Foreword and Executive Summary

1.1. Component A – Executive Mayor's Foreword

(a) Vision

"We are the energy hub and eco-tourism destination in Southern Africa"

(b) Key Policy Developments

"No political democracy can survive and flourish if the mass of our people remain in poverty, without land, without tangible prospects for a better life. Attacking poverty and deprivation must therefore be the first priority of a democratic government" RDP Document 1994.

The Integrated Development Plan (**IDP**) of Waterberg District Municipality was highly rated by the Office of the MEC: Corporate Governance, Housing and Traditional Affairs for the year under review. A credible IDP is linked to the Service Delivery and Budget Implementation Plan (SDBIP), Municipal Turnaround Strategy, Provincial Growth and Development Plan, Outcome 9 and, National Development Plan

(c) Key Service Delivery Improvements

The core business of the Waterberg District Municipality is disaster management and fire-fighting services in the whole district area. Waterberg District Municipality was able to achieve a clean audit in 2012/13 FY and the qualification on the year under review. The district-wide Performance Management System was spearheaded since 2009 to date with intention to support the local municipalities on the following areas:

- Alignment between the IDP and the SDBIP.
- Ensuring that 90% of the performance information is done internally.
- District Monitoring and Evaluation Forum
- Consistent assessment of the Senior Managers.
- Audit Committee reporting to Council on performance information.

Challenges

- Need to apply the concept of organizational development more firmly.
- A high rate of roll over of IDP project is still persistent.
- Cascading of Performance Management Systems to the non- Section 57 Managers.
- Struggling to implement forward planning.
- Inability to reward team performance

(d)Public Participation

The Integrated Development Plan Representative Forum is a tool for the observations on the progress made relating to the Key Performance Indicators (KPIs) and was also used to give feedback on the implementation of the IDP through the SDBIP. In the 3 district-wide forum meetings, performance of on 16 Key Performance Indicators across the 6 Key Performance Areas was reported with the emphasis on the Capital Expenditure trends, Municipal Infrastructure Grant in particular.

(e)Future Actions

The district is engaging labour through the Local Labour Forum with a view of ensuring that eventually the performance management system is cascaded to the lower levels, looking on the grounds of the financial health of the municipality. The municipality intends to improve its co-ordination and supporting role to its six local municipalities on matters of performance by vigorously implementing forward planning in order to ensure that CAPEX is above 55% in all our institutions.

The review of the PMS framework has also prepared the way to develop an Integrated Reward Policy which will accommodate the cascading of the PMS. COGTA is also willing to assist WDM to entrench the performance culture which is so needed in the municipalities.

(f)Agreements / Partnerships

The municipality is in the process of negotiation with the municipalities that had successfully cascaded PMS with a view of forging a partnership which will see to the establishment of a regional solid waste successful implementation of a performance management system.

(g) Conclusion

Waterberg District Municipality is determined to cascade its Performance Management System in order to regain the clean audit outcome. It is further to be noted that matters which affect the audit outcome, from the clean to qualification are not within the jurisdiction of the district despite the current efforts to ensure that they are resolved amicably. For financial year 2012/13 all municipalities in the district had achieved qualified audit opinion with the exception of Thabazimbi which achieved a disclaimer and Modimolle with an adverse audit opinion. All municipalities in the district had made commitment to improve on their current status as part of COGTA campaign to achieve clean audit by the year 2014.

The success of Waterberg District Municipality can only be proclaimed as such when all local municipalities are able to improve their performance which will lead to positive audit outcomes. As the municipality, we have the commitment, to work with local municipalities but they should be prepared to walk the talk with us.

NR Mogotlane

Executive Mayor

1.2. Component B- Executive summary – Municipal Manager’s Overview

Waterberg District Municipality (WDM) is determined to take performance to another level of excellence. The desire to achieve a clean audit from the current qualification is the constant challenge and motivation which is experienced by every employee in the municipality.

The ability to have the Integrated Development Plan (IDP) for the past six years which is credible and its alignment with the Service Delivery Budget and Implementation Plan (SDBIP) motivate the institution to achieve the clean audit again.

In the 2012/13FY, only 3 Senior Managers were able to receive their performance bonuses. For the year under review the performance of senior managers including the newly appointed was assessed. The most critical challenge for WDM is to reduce the high rate of the roll over projects. This need innovative ways of dealing challenges (forward planning). The Budget and Treasury Office has indicated excellence performance. Office of the Executive Mayor was outstanding in implementing its projects in the year under review. Despite these, the CAPEX of 61, 48% with the variance of 38, 53% is painfully reminding us that the implementation of the projects or forward planning is still major challenge despite slight improvement 3, 48% from the previous financial year

The establishment of the Municipal Public Accounts Committee (MPAC) and the functioning of the Audit Committee have assisted the municipality to strengthen its oversight role. The District is co-sharing the Audit Committee with the Modimolle and Bela-Bela Municipalities.

Having regard to the importance of community involvement in the implementation of the PMS, the organisation will continue to afford the community its role in ensuring that as the organisation we promote principles of public accountability and good governance. The cascading of the PMS and recorded improvement will improve the image of the municipality in the eyes of the different stakeholders. Most importantly, the municipality will continue to put premium value on public participation. The views of the stakeholders are and will always be important

The filling of the remaining vacant posts for senior managers will strengthen our call to improve the quality of lives of many people in our communities. Their experiences and skills will be demanded now and then. In our attempts to professionalise local government, it is expected of all employees to live up to the values, vision and mission of the municipality. It is our intention to recognise and reward performance management as a critical element in a modern municipality.

M.S Mabotja

Municipal Manager

1.3. Municipal Function, Population and Environment Overview

Waterberg District Municipality is a Category C municipality and it derives its powers and functions from chapter 7 of the Constitution and the Municipal Structures Act. In terms of its IDP, it performs the following functions: Air pollution, Firefighting services, Disaster Management, Municipal Abattoir, Municipal Health Services, Local Economic Development, Municipal Planning and Municipal Roads. It is critical for the organogram to be aligned to the IDP in order to allocate resources that can enable it to perform its legislative mandate.

1.3.1 Demographics

According to the Census 2011, the population growth rate was 1, 2% over a 10 year period.

	Male	Female	Total
Thabazimbi	42 773	29 072	71 845
Lephalale	56 704	48 259	104 964
Mookgophong	15 748	14 760	30 509
Modimolle	30 614	29 760	60 373
Bela-Bela	28 799	27 603	56 401
Mogalakwena	137 512	158 285	295 796
Waterberg	312 150	307 739	619 889

Figure 1. Demographics: Census 2011

The district area is both a hot and semi-arid in nature. The rain falls mainly in January and December. There are a number of places of which its biodiversity is a source of tourism attraction. There are Municipalities which had been proclaimed by the Department of Environmental Affairs to be contributing to pollution within the as a result of mining activities which had raised some environmental concerns. The District Municipality has a mandate to deal with air quality issues. Such municipalities are as follows:

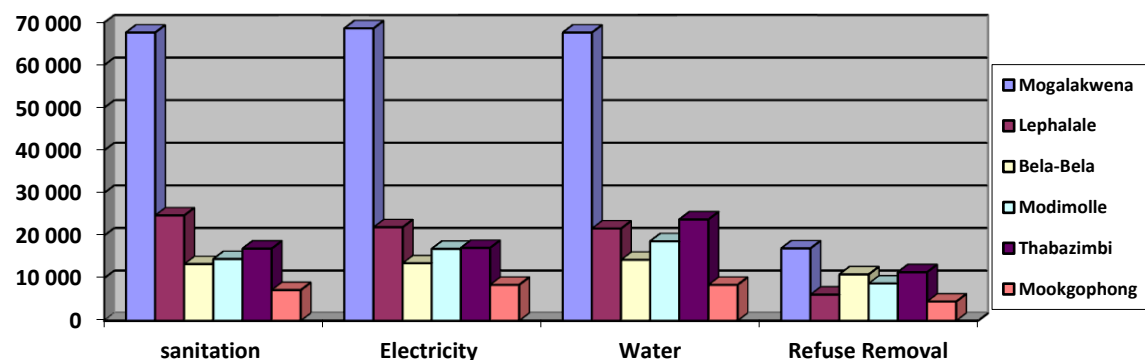
- Mogalakwena,
- Thabazimbi
- and Lephalale

1.3.2. Service Delivery Overview.

The service delivery of the municipality is mainly confined to the disaster management and firefighting services. Unlike the other district municipalities in the province, it is not a water services authority. The local municipalities are responsible for providing basic services. The provision of basic services to households can be summarized as follows:

Municipality	Sanitation	Electricity	Water	Refuse Removal
Bela-Bela	13 290	13 490	14 290	10 883
Lephalale	24 725	21 950	21 644	6 126
Modimolle	14 480	16 874	18 654	8 743
Mogalakwena	67 639	68 636	67 639	16 977
Mookgophong	7 205	8 422	8 422	4 499
Thabazimbi	16 925	17 0916	23 776	11 393
Waterberg	75,5%	70,5%	94,4%	47,7%

Figure 2.Basic Services



1.3.3 Backlogs

Municipality	Sanitation	Electricity	Water	Refuse Removal
Bela Bela	18,6%	31,1 %	4,1%	23.8%
Lephalale	24,7%	23,6%	18,9%	74,2%
Modimolle	4.5%	36,7%	4,5%	44,8%
Mogalakwena	60%	0,9%	3,6 %	77,5%
Mookgophong	19.2%	30,8%	0,8%	41.4%
Thabazimbi	20%	54,2%	2,2%	52,3%
Waterberg	4,0	23.4	5,7	7,1%

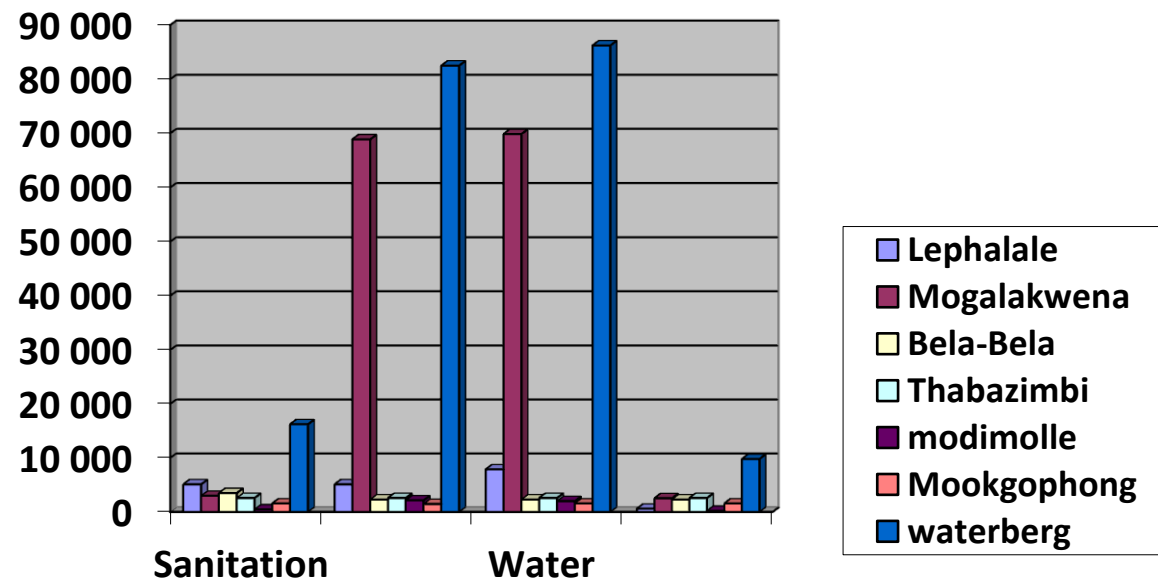
Stats-SA: census 2011

The highest backlogs are recorded in Refuse Removal mainly because there are 198 villages in both Lephalale and Mogalakwena local municipalities.

1.3.4 Free Basic Services

Municipality	Sanitation	Electricity	Water	Refuse Removal
Bela-Bela	3 500	2 304	2 304	2 304
Lephalale	5 119	5 114	7 898	600
Modimolle	477	2 143	2 000	212
Mogalakwena	2 992	68 915	69 892	2 538
Mookgophong	1 579	1 472	1 579	1 579
Thabazimbi	2 579	2 579	2 579	2 579
Waterberg	16 246	82 527	86 252	9 812

Figure 3. Free Basic Services



1.3.3 Financial Health Overview

WDM is grant dependent which makes it difficult to generate its own revenue. Its management of financial resources is showcased by its clean audit outcome. The internal control systems are used diligently and financial policies are strictly followed.

Details	Original budget	Adjustments budget	Actual
Income :			
Grants	R 99 420 000	R 102 311 372	R 101 326 205
Investment Revenue	R 6 020 000	R 6 020 000	R 6 116 954
Other	R 140 527	R 140 527	R 2 066 617
Abattoir	R 729 000	R 1 368 000	R 1 670 715
Subtotal	R 106 309 527	R 109 839 899	R 111 180 491
Less Expenditure :			
Employee Cost	R 62 539 298	R 60 719 296	R 58 604 184
Remuneration of Councillors	R 5 879 223	R 5 879 222	R 5 991 826
Depreciation and asset impairment	R 9 144 000	R 7 844 000	R 6 004 978
Transfers & Grants (project expenditure)	R 15 821 000	R 33 277 620	R 23 345 463
Other expenditure	R 34 957 418	R 37 062 550	R 32 303 453
Subtotal	R 128 340 939	R 144 782 688	R 126 249 904
Surplus / (Deficit) for the year	(R 22 031 412)	(R 34 942 789)	(R 15 069 413)

Operating ratios		
Details		%
Actual Remuneration (Employee & Cllr) as a % of total operating expenditure	R 58 604 184	51
Actual Repairs and maintenance as a % of Property, Plant & Equipment	R 1 468 500	2
Actual Current ratio: Current Assets vs Current Liabilities		8

Figure 4. Operating ratios

The municipality has to devise ways and means of bringing the salaries and wages budget to the acceptable standard of 32 % failing which the core mandate of service delivery will be compromised seriously

1.3.4 Organizational Development (OD) Overview

The Human Resources Management part of organizational development is beginning to grow in the municipal environment. A project on OD was initiated and its impact will be experienced in the next financial year. As a result OD in its wide scope is still new and municipalities are beginning to appreciate its importance. As

mentioned earlier, the PMS was not cascaded, a few People with Disabilities are appointed, and accessibility of the building, diversity management and important topics such as emotional intelligence, talent management and organizational culture still need some attention.

In general the municipality through its Human Resources Division is giving attention to issue of skills development through its Workplace Skills whilst the Strategic Division is dealing with performance management issues. As a result the Senior Managers' performance reviews were conducted throughout the year.

1.3.5 Auditor General Report

For the past financial year, WDM was able to achieve a clean audit even ahead of the target year of 2014. This rare success was occasioned by systems and internal controls do not only exist in name only but are also followed. Management also work as a team and issues of audit queries are addressed throughout the year and enjoy the support of the political leadership and it is also a permanent item on the agenda of the Chief Financial Officers' FO Forum and the Municipal Managers' Forum.

1.3.6 Statutory Annual Report Process

No	Activity	Time frame
1	Consideration of the next financial year's Budget and IDP Process Plan except for the legislative content, the process plan should confirm in- year reporting formats to ensure that reporting and monitoring feeds seamlessly into Annual Report process at the end of the Budget/IDP implementation period	July
2	Implementation and monitoring of approved Budget and IDP commences(in- year financial reporting)	
3	Finalise 4 th Quarter Report for previous financial year	
4	Submit draft Annual Report to Internal Audit and Auditor-General	
5	Audit/Performance Committee considers Draft Annual Report of Municipality	August
6	Mayor tables the unaudited Annual Report	
7	Municipality submits draft Annual Report including consolidated Annual Financial Statements and Performance Report to Auditor General	
8	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	November
9	Auditor General assesses draft Annual Report including consolidated Annual Statements and Performance data	
10	Municipalities receive and start to address the Auditor General's Comments	
11	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor General's Report	
12	Audited Annual Report is made public and representations are invited	
13	Oversight Committee/ Municipal Public Accounts Committee assesses Annual Report	March
14	Council adopts Oversight Report	
15	Oversight Report is made public	
16	Oversight Report is submitted to Provincial Departments	January
17	Commence of draft Budget/IDP finalization for next financial year: Annual Report and Oversight Report to be used as input	

2. Chapter 2

INTRODUCTION TO GOVERNANCE

Waterberg District Municipality is a category C municipality and has an Executive Mayoral System. The Council comprises of 35 councillors of which composed of directly and indirectly representatives and 3 traditional leaders. The majority of the councillors are from the ANC with DA and FF-PLUS and COPE as opposition parties.

Throughout the year, the Municipal Manager as the head administration played his role in terms of section 55 of the Municipal Systems Act. Amongst many of his roles, the Municipal Manager was able to advise the political structures and political office bearers of the municipality and also carried out the decisions of the political structures and the political office bearers of the municipality. It is the responsibility of the Municipal Manager to advise council to take decisions which in line with legislation and policies of the municipality.

The IDP review was used as main public participation tool which was used to allow the communities to participate in the affairs of the municipality. The IDP Representative Forums were convened by the Office of the Municipal Manager but chaired by the Executive Mayor. The Ordinary Council meetings and the Portfolio were organized throughout the year and were chaired by the Mayoral Committee Members and eventually reported to the Mayoral Committee and the Council.

During the year under review, the Municipal Manager had also convened the Municipal Managers Forum which is attended by the local municipality municipal managers and the senior managers of the 12 sector departments within the district. As a technical committee it prepared reports which ultimately find their way in the District Intergovernmental Relations Forum. This forum also served as preparation of the Provincial IGR Forum where Executive Mayors reported and EXCO Lekgotla Decisions are discussed and implemented. Many of the issues which are discussed in the Premier Mayors owe their existence to the Min-Mec Meetings. .

The implementation of the Performance Management System also serves as tool which is used to hold the Senior Managers accountable for their performances. The Municipal Manager himself assessed his Senior Managers and was himself assessed by the Executive Mayor. The IDP Representative Forum was used to report the performance of the council to the community, Over and above all these, the Executive Mayor had also convened izimbizos to report back to the community on all matters of service delivery. To improve on the effectiveness of the process, after every imbizo, the Office of Executive Mayor drafted a follow up programme on all the issues that were raised.

2.1 Component A-Political and Administrative Governance

2.1.1 POLITICAL GOVERNANCE

Section 52 (a) of the Municipal Finance Management Act provides that the Mayor must provide general political guidance over the fiscal and financial affairs of the Municipality. The Mayoral Committee is also established in terms of Section 79 of the Municipal Structures Act. Section 80 committees namely Budget and Treasury Office, Transformation and Administration, Infrastructure Development, Planning and Economic Development, Special Projects and Community Committees are chaired by the Mayoral Committee members.

Municipal Public Accounts Committee comprising of 10 members was established to play an oversight role and work closely with the Performance Audit Committee and the Audit Committee.

2.1.2 COUNCIL

Council is the legislative arm of the Municipality and highest decision making body over issues such as approval of the Budget and the IDP. These are functions that cannot be delegated to any Committees of the Council.



2.1.3 POLITICAL MANAGEMENT TEAM



Executive Mayor
Cllr NR Mogotlane



Speaker
Cllr MAD Monama



Chief whip
NS Morumudi

2.1.4 Mayoral Committee & Section 80 Committees

At least 5 meetings convened by the Portfolio Committees were able to process items for the Mayoral Committee and Council at least on a quarterly basis.

Chairpersons	Portfolio Committees	Members
MMC SM Molekwa	Planning and Economic Development	Cllrs MM Moseamedi, ME Manganyi, T.M Kekana and Kgoshigadi M.A Shongoane
MMC BS Mhlanga	Social Development	Cllrs DP Motlouneng, MJ Selokela, FM Masalesa, MJ Sekhu and Kgoshigadi RR Taueatsoala
MMC MMA Mogotsi	Special Projects	Cllrs NM Langa, RLR Monoa, MD Phokela and Kgoshi L.V Kekana
MMC KS Lamola	Infrastructure	Cllrs RN Monene, NG Mojela, AF Basson and AR Ngoetjana
MMC KJ Baloyi	Budget and Treasury	Cllrs MH Ledwaba, LJ Lebelo, PA Scruton and AR Ramogale
MMC ML Moremi	Transformation and Administration	Cllrs LC Kganyago, S.C Sikwane and L.S Manamela
MMC RZ Moeletsi	Community Services	Cllrs MP Nyamah, RL Mahlaela, GB Koadi and RM Radebe

2.1.5. Section 79

Municipal Public Accounts Committee (MPAC)

MPAC comprising of 10 members was established in 2011 to play an overall oversight role and work closely with the Audit Committee and Performance Audit Committee. To formalize the role, Council had approved the terms of reference which are meant to guide the MPAC as to how it must do its business within the ambit of the law. The district-wide programme was developed to assist the local municipalities to perform their functions effectively within the correct timeframe. The committee met thrice to deal with the business of the Annual Report.

Number	Position	Names	Political Party
1	Chairperson	Cllr LC Kganyago	African National Congress
2	Member	Cllr AF Basson	Democratic Alliance
3	Member	Cllr DP Motlohoneng	Congress of the People
4	Member	Cllr AR Ramogale	African National Congress
5	Member	Cllr MH Ledwaba	African National Congress
6	Member	Cllr NG Mojela	African National Congress
7	Member	Cllr MJ Selokela	African National Congress
8	Member	Cllr LJ Lebelo	African National Congress
9	Member	Cllr RLR Monoa	African National Congress
10	Member	Cllr R.N. Monene	African National Congress

2.1.6 POLITICAL DECISION MAKING

Council had met 11 times during the financial year under review and 7 special council meetings and 4 ordinary council meetings were convened. A total number of 78 Council resolutions were taken of which 66 were implemented successfully. It is normal procedure for Portfolio Committee meetings to be convened before Council and some special Council of the decisions was on the tabling of the IDP/Budget/SDBIP and the Adjustments budget.

Mayoral Committee	Ordinary Council	Special Committee	Special Council Meeting
August 2013	August 2013		July 2013
November 2013	December 2013		January 2014 (2)
March 2014	March 2014		February 2014, March 2014
April 2014	May 2014		April 2014 and June 2014

Source: Council Register 2013/14

2.2 ADMINISTRATIVE GOVERNANCE

In terms of section 54A of the Municipal Systems Amendment Act, the Municipal Manager is appointed as the Accounting Officer. Apart from being head of administration, he is also important link with the political office bearer.



L.Sole

Acting Municipal Manager:

The Office of Municipal Manager comprises of 2 divisions namely Strategic Planning and Support and Internal Audit.



Nadine Laubscher

Chief Financial Officer:

Budget and Treasury Office comprises of 3 divisions namely Supply Chain Management, Revenue Management, Reporting and Expenditure Management Division



RN Makgata

Manager: Infrastructure Development .

The department comprises of 2 Divisions namely: Capital Programme & Road Maintenance



L.Sole

Manager: Planning & Economic Development:

The department comprises of 2 divisions namely Municipal Planning, Local Economic Development and Abattoir.



Sethole M.

Acting Manager: Social Development and Community Development :

The department comprises of 3 divisions namely Municipal Health and Environmental Management, Disaster Management and Fire-fighting.



P Makondo

Manager Executive Support:

The department comprises of 2 Divisions namely Intergovernmental Relations and Protocol, Public Participation and Council Committees.



PF Nogilana-Raphela

Manager: Corporate Support & Shared Services:

The Department comprises of 3 divisions namely Human Resources Management, Information and Communication Technology and Administration and Legal.

2.2 Component B-inter-Governmental Relations (IGR)

2.2.1 DISTRICT INTERGOVERNMENTAL RELATIONS FORUM

Waterberg District Municipality is the coordinator of the Intergovernmental Relations in the district. An IGR framework was adopted in 2007 -which framework was used to give effect to the objects of the Intergovernmental Relations Framework Act. The review of the framework is long overdue. The Technical Committee of Senior Managers of Sector Departments and Municipal Managers meet at least once a quarter and prepare reports which must be submitted to the Premier – Mayors Forum. Attendance was a serious challenge at the beginning but improved towards the end of the financial year. An attendance audit was conducted in order to analyze the attendance of the sector departments in all the Municipal Managers Forum and District Mayors Forum meetings.

2.2.2 PROVINCIAL INTERGIVERMENTAL RELATIONS FORUM

The Province has created the Premier Mayors Forum which meets at least twice year. All 32 Mayors and the Municipal Managers and the Senior Managers meet and discuss issues of governance. The District Mayors and the Municipal Managers are the ones who attended the abovementioned forum. The Executive Mayor presents the technical report of the district before this forum.

2.2.3 NATIONAL INTERGOVERNMENTAL STRUCTURE

South Africa is a unitary state that is characterized by 3 spheres of government as enshrined in the Constitution of the Republic. All spheres are expected to cooperate with one another in the spirit of cooperative governance. These structures are helpful in that information and programmes are shared and alignment becomes the outcome of such efforts. All important decisions of the national intergovernmental forum should find expression in the lower IGR structures.

In general the Senior Managers at the district level need to appreciate the importance of IGR by attending themselves. There is a trend of sending junior officials to IGR activities of which undermines the main thrust of such forums. The sector departments are expected to present reports to the Forum- which will show some of the IDP projects they are implementing, in relations to progress made.

2.3 Component C-Public Accountability and Participation

In terms of section 15 of the Municipal Structures Act requires a municipality must organize its administration to facilitate and promote a culture of accountability among its staff. Democratic governance entails reporting to the community and other stakeholders as to how the deployed resources have been used to deliver services.

2.3.1 PUBLIC MEETINGS

Nature and purpose of a meeting	Date of event/meeting	Number of participating Municipal Councillors	Number of Community members attending	Number of participating Municipal Administrators	Dates and manner of feedback given to Community
1 st IDP Representative Forum : Adoption of Framework	26 August 2013	18	14	28	26 August 2013- Verbal
Establishment of a School Library	24 September 2013	16	240	20	21 February 2014 – mayoral Imbizo
2 nd IDP Representative Forum: Analysis Phase	12 November 2013	27	29	23	12 November 2013- Verbal
Executive Mayors Imbizo & Batho Pele Day	17 – 18 October 2013	36	550	18	29 May 2014- State of the District Address
3 rd IDP Representative Forum: Budget & IDP	19 March 2014	11	22	17	19 March 2014- Verbal
Executive Mayors Imbizo	21 February 2014	36	500	15	29 May 2014- State of the District Address
4 th IDP Representative Forum	23 May 2014	20	19	18	23 May 2014- Verbal
District Moral Regeneration Movement	20 June 2014	36	300	15	-

2.3.2 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment criteria	Yes / No
Does the municipality have impact outcome, input and output indicators?	Yes
Does the IDP have priorities objectives, KPIs and development strategies ?	Yes
Does the IDP have multi- year targets	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to those of Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per SDBIP	Yes
Do the IDP KPIS align with the Provincial KPIs on the 12 outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the fourth quarter aligned submitted within stipulated time frames?	Yes

2.4 Component D- corporative Governance Overview

2.4.1 RISK MANAGEMENT

The Accounting Officer must ensure that the municipality has and maintains effective, efficient and transparent system of financial, risk management and internal control. Risk Management system is a valuable tool which increases an institution's prospects of success through minimizing negative outcomes and optimizing opportunities.

The municipality has reviewed its risk management policy in 2013 and the Audit Committee uses a risk based approach. A risk register entails a list of risks which senior managers should address. A risk management committee comprising of senior managers, divisional managers and an external chairperson is in place and has met consistently met throughout the year.

Risk	Activity	Rating
1	Lack of integrated IT Systems	High
2	Loss of assets	High
3	Fraud and corruption	High
4	Appointment of incompetent officials	High
5	Poor capital spending	High

2.4.2 ANTI-CORRUPTION AND FRAUD

Anti-corruption and fraud strategy was developed, reviewed in 2013 and is being implemented. The Service provider Deloitte & Touché contract was terminated at the end of March 2013, running an anti-fraud hotline on behalf of the municipality. The vetting of SCM Officials goes a long way in reducing deviations which consequently helps the municipality to avoid irregular and unauthorized expenditures. No councilor is allowed to sit in the bid committees as prohibited by the Municipal Finance Management Act.

2.4.3 SUPPLY CHAIN MANAGEMENT

The Supply Chain Management Policy has been reviewed and is therefore in line with the MFMA Regulations. The Budget and Treasury Office is ensuring that the abovementioned be implemented without fear or favor. The 3 bid system is in place and the officials who sit in the committees have a fairly good understanding of the SCM processes and regulations. To reduce the possibility of fraud, SCM officials or members who sit in the tender committees have been vetted. The effective use of declaration of interest forms and regular reporting to Council on SCM Deviations is a necessary deterrent.

There are workshops conducted to ensure that officials involved on the Supply Chain matters are abreast with the new trends, developments and legislative environment guiding the Supply Chain Management Systems.

2.4.4 BY-LAWS

The procedure to develop a by-law is explicit in the Orders of Council document. The Corporate Services is best placed to lead a public participation process on the development of the by-laws. For the year under review no new by-law neither was developed nor was an old by-law reviewed. The delay of promulgation rests with COGHSTA and makes it difficult to enforce certain decisions- which decisions will lack legal force. Municipal Systems empowers municipal councils to pass and implement by-laws in order to improve their service of the communities within their areas of jurisdiction.

Newly developed	Revised	Public Participation conducted prior to the development of by laws (Yes or No)	Dates of Public Participation	By-laws Gazetted Yes or No	Date of Publication
None	None	None	None	None	None

2.4.5 MUNICIPAL WEBSITE

The Information and Communication Technology is responsible for hosting the website with the assistance of SITA. In terms of the Municipal Systems Act a number of important documents must be put on the website to ensure that the community and other stake-holders access such information. It is updated on a regular basis.

Documents published on the municipal website	Yes or No	Date of publication
Current annual and adjustments budget and all budget related documents	Yes	Current annual April 2013 Adjustment Budget March 2013
All current budget related policies	Yes	June 2013
2012/13 Annual Report	Yes	May 2014
The 2012/13 Annual Report published or to be published	Yes	Comments February 2014 Final may 2014
All current performance agreements in terms of section 57(1) (b) and resultant scorecards	Yes	2013/14 July 2014 2013/14 July 2014
All service delivery agreements of 2012/13	Yes	July 2013
All long term borrowing contracts	No	N/A
All quarterly reports tabled to Council All supply chain management contracts above a certain value	Yes	April 2014, March 2014 & June 2014
Public Private Partnerships	No	N/A
Information statement listing all the assets over a prescribed value that have been disposed	No	N/A
Contracts to which subsection of 33 applies	No	N/A

2.4.6 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

Waterberg District Municipality does not have a public satisfaction survey mechanism which can be used to assess the attitude or perceptions of the community on the services it renders. This lack of mechanism makes it to be reactive and to rely too much on the Presidential and Premier hotlines. The IGR and Protocol Unit Division with the assistance of Strategic Support and Planning Unit is responsible for such matters.

Satisfaction Surveys undertaken in 2012/13 and 2013/14

Subject matter of survey	Survey method	Survey date	Number of people included in survey	Survey result indicating satisfaction or better %
Overall satisfaction with				
(a) Municipality	None	NA	NA	NA

3. Chapter 3-Basic Services Delivery (Performance Report)

3.1 Component A-Basic Service

3.1.1 Water Provision

Waterberg District Municipality unlike the other district municipalities in the Province does not render any basic services. As a result of its lack of powers and function on these services, the role of the district municipality has been reduced to coordination of such services as water, electricity, sanitation and free basic services. Sporadically it is also assisting few local municipalities in implementing basic services projects when finances permit.

Water Service Delivery Levels				
Description	Households			
	2011/12	2012/13	2013/14	
	Actual No.	Actual No.	Actual No.	
<u>Water: (above min level)</u>				
Piped water inside dwelling				
Piped water inside yard (but not in dwelling)				
Using public tap (stand pipes)	-	-	-	-
Other water supply (within 200m)				
<i>Minimum Service Level and Above sub-total</i>				
<i>Minimum Service Level and Above Percentage</i>	-	-	-	-
<u>Water: (below min level)</u>				
Using public tap (more than 200m from dwelling)				
Other water supply (more than 200m from dwelling)				
No water supply				
<i>Below Minimum Service Level sub-total</i>	-	-	-	-
<i>Below Minimum Service Level Percentage</i>	-	-	-	-

Total number of households*				
* - To include informal settlements				

Households - Water Service Delivery Levels below the minimum					
Households					
Description	2011/12	2012//13	2013/14		
	Actual No.	Actual No.	Original Budget No.	Adjusted Budget No.	Actual No.
Formal Settlements					
Total households					
Households below minimum service level	-	-	-	-	-
Proportion of households below minimum service level					
Informal Settlements					
Total households					
Households ts below minimum service level	-	-	--	-	-
Proportion of households ts below minimum service level					

Use table below to populate graph

Access To Water

Access to Water			
	Proportion of households with access to water points*	Proportion of households with access to piped water	Proportion of households receiving 6 kl Free Basic Water#
2011/12	-	-	--
2012/13	-	-	-
2013/14	-	-	-

Water Service Policy Objectives Taken From IDP							
Service Objectives	Outline Service Targets	2011/12		2012/13		2013/14	
		Target	Actual	Target	Actual	Target	Actual
Service Indicators							
(i)	(ii)	-	-	-	-	-	-
Service Objective xxx							
Households without minimum water supply	Additional Households provided with minimum water supply during the year (Number of households (HHs) without supply at year end)	-	-	-	-	-	-

Improve reliability of water supply	Reduce the number of interruptions (Ints) in supply of one hour or more compared to the baseline of 2010/11 (xxx interruptions of one hour or more during the yr)	-	-	-	-	-	-
Improve water conservation	Reduce unaccountable water levels compared to the baseline of 2010/11 (xxx kilolitres (KLs) unaccounted for during the yr)	-	-	-	-	-	-

Employees: Water Services					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	--	-	-
4 - 6	-	--	-	-	-
7 - 9	-	-	-	-	-
10 - 12	-	-	-	-	-
13 - 15	-	--	-	-	--
16 - 18	-	-	-	-	-

19 - 20	-	-	-	-	-
Total	-	-	-	-	-
Financial Performance 2013/14: Water Services					
					R'000
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	-	-	-	-	-
Expenditure:					
Employees	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-
Other	-	-	-	-	-
Total Operational Expenditure	-	-	-	-	-
Net Operational (Service) Expenditure	-	-	-	-	-
Net expenditure to be consistent with summary table in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					

Capital Expenditure 2013/14 Water Services					
R' 000					
Capital Projects	2013/14				
	Budget	Adjust - ment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	-	-	-	-	-
Project A	-	-	-	-	-
Project B	-	-	-	--	-
Project C	-	-	-	-	-
Project D	-	-	-	-	-
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

3.1.2 WASTE WATER (SANITATION) PROVISION

Sanitation Service Delivery Levels					
*Households					
Description	2010/11	2011/12	2012/13	2013/14	
	Outcome	Outcome	Outcome	Target	Actual
	No.	No.	No.	No.	No.
<u>Sanitation/sewerage:</u> (above minimum level)					
Flush toilet (connected to sewerage)	-	-	-	-	-
Flush toilet (with septic tank)	-	-	-	-	-
Chemical toilet	-	-	-	-	-
Pit toilet (ventilated)	-	-	-	-	-
Other toilet provisions (above min.service level)	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>	-	-	-	-	-

<i>Minimum Service Level and Above Percentage</i>	-	-	-	-	-	-
<u>Sanitation/sewerage: (below minimum level)</u>						
Bucket toilet	-	-	-	-	-	-
Other toilet provisions (below min.service level)	-	-	-	-	-	-
No toilet provisions						
<i>Below Minimum Service Level sub-total</i>	--	-	--	-	-	-
<i>Below Minimum Service Level Percentage</i>	-	-	-	-	-	-
Total households						
*Total number of households including informal settlements						
-	-	-	-	-	-	-
Households - Sanitation Service Delivery Levels below the minimum						
Households						
Description	2011/12	2012/13	2013/14			
	Actual	Actual	Original Budget	Adjusted Budget	Actual	
	No	No.	No.	No.	No.	
Formal Settlements						
Total households	-	-	-	-	-	-
Households below minimum service level	-	-	-	-	-	-
Proportion of households below minimum service level	-	-	-	-	-	-
Informal Settlements						
Total households	-	-	-	-	-	-
Households below minimum service level	-	-	-	-	-	-
Proportion of households below minimum service level	-	-	-	-	-	-

Access To Sanitation

Access to Sanitation	
	Proportion of households receiving sanitation
2010/11	-
2012/13	-
2012/13	-

Employees: Sanitation Services					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-
4 - 6	-	-	-	-	-
7 - 9	-	--	-	-	-
10 - 12	-	-	-	-	-
13 - 15	-	-	-	-	-
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	-	-	-	-	-
Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.					

Financial Performance 2013/14: Sanitation Services					
R'000					
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)					
Expenditure:	-	-	-	-	-
Employees	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-
Other	-	-	-	-	-
Total Operational Expenditure	-	-	-	-	-
Net Operational (Service) Expenditure	-	-	-	-	-
Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					

Capital Expenditure 2013/14: Sanitation Services					
R' 000					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	-	-	-	-	-
Project A	-	-	-	-	-
Project B	-	-	-	-	-
Project C	-	-	-	-	-
Project D	-	-	-	-	-
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

Service Objectives	Outline Service Targets	2011/12		2012/13		2013/14	
		Target	Actual	Target	Actual	Target	Actual
<i>Service Indicators</i>		-	-	-	-	-	-
(i)	(ii)						
Service Objective xxx							
eg Provision of toilets within standard	Additional Households (HHs) provided with minimum sanitation during the year (Number of HHs remaining without minimum sanitation at year end)	-	-	-	-	-	-

3.1.3 WASTE MANAGEMENT (THIS SECTION TO INCLUDE: REFUSE COLLECTIONS, WASTE DISPOSAL)

Solid Waste Service Delivery Levels				
Description	2011/12	2012/13	2013/14	Households
	Actual	Actual	Actual	Actual
	No.	No.	No.	No.
<u>Solid Waste Removal: (Minimum level)</u>				
Removed at least once a week				
<i>Minimum Service Level and Above sub-total</i>	-	-	-	-
<i>Minimum Service Level and Above percentage</i>	-	-	-	-
<u>Solid Waste Removal: (Below minimum level)</u>				
Removed less frequently than once a week				
Using communal refuse dump				
Using own refuse dump				
Other rubbish disposal				
No rubbish disposal				
<i>Below Minimum Service Level sub-total</i>	--	-	-	-
<i>Below Minimum Service Level percentage</i>	-	-	-	-
Total number of households	-	-	-	-

Households - Solid Waste Service Delivery Levels below the minimum						
Description	2010/11	2011/12	2012/13	2013/14		
	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
	No.	No.	No.	No.	No.	No.
Formal Settlements						
Total households						
Households below minimum service level	-	-	-	-	-	-

Proportion of households below minimum service level						
Informal Settlements						
Total households						
Households ts below minimum service level	-	-	-	-	-	-
Proportion of households ts below minimum service level						

Waste Water (Sanitation) Service Policy Objectives Taken From IDP							
Waste Management Service Policy Objectives Taken From IDP							
Service Objectives	Outline Service Targets	2011/12		2012/13		2013/14	
		Target	Actual	Target	Actual	Target	Actual
<i>Service Indicators</i>		-	-	-	-	-	-
(i)	(ii)						
Service Objective xxx							
eg. Provision of weekly collection service per household (HH)	Proportionate reduction in average weekly collection failures year on year (average number of collection failures each week)	-	-	-	-	-	-

<i>Future capacity of existing and earmarked (approved use and in council possession) waste disposal sites</i>	The amount of spare capacity available in terms of the number of years capacity available at the current rate of landfill usage	-	-	-	-	-	-
<i>Proportion of waste that is recycled</i>	Volumes of waste recycled as a percentage of total volume of waste disposed of at landfill sites.	-	-	-	-	-	-
<i>Proportion of landfill sites in compliance with the Environmental Conservation Act 1989.</i>	x% of landfill sites by volume that are being managed in compliance with the Environmental Conservation Act 1989.	-	-	-	-	-	-

Employees: Solid Waste Management Services					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	-	-	-	-	-
4 – 6	-	-	-	-	-
7 - 9	-	-	-	-	-
10 - 12	-				
13 - 15		-	-	-	-
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	-	-	-	-	-

Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

Employees: Waste Disposal and Other Services					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3					
4 - 6	-	-	-	-	-
7 - 9	-	-	-	-	-
10 - 12	-	-	-	-	-
13 - 15	-	-	-	-	-
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	-	-	-	-	-

Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

Financial Performance 2012/13: Solid Waste Management Services					
					R'000
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)					
Expenditure:	-	-	-	-	-
Employees	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-
Other	-	-	-	-	-

Total Operational Expenditure	-	-	-	-	-
Net Operational (Service) Expenditure	-	-	-	-	-
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					

3.1.4 ELECTRICITY

Electricity Service Delivery Levels				Households
Description	2011/12	2012/13	2013/14	
	Actual No.	Actual No.	Actual No.	
<u>Energy: (above minimum level)</u>				
Electricity (at least min.service level)				
Electricity - prepaid (min.service level)				
<i>Minimum Service Level and Above sub-total</i>	-	-	-	
<i>Minimum Service Level and Above Percentage</i>	-	-	-	
<u>Energy: (below minimum level)</u>				
Electricity (< min.service level)				
Electricity - prepaid (< min. service level)				
Other energy sources				
<i>Below Minimum Service Level sub-total</i>	-	-	-	
<i>Below Minimum Service Level Percentage</i>	-	-	-	
Total number of households	-	-	-	

Households - Electricity Service Delivery Levels below the minimum					
Description	2011/12	2012/13	2013/14		
	Actual	Actual	Original Budget	Adjusted Budget	Actual
	No.	No.	No.	No.	No.
Formal Settlements					
Total households					
Households below minimum service level					
Proportion of households below minimum service level	-	-	-	-	-
Informal Settlements					
Total households					
Households ts below minimum service level					
Proportion of households ts below minimum service level	-	-	-	-	-

Electricity Service Policy Objectives Taken From IDP							
Service Objectives	Outline Service Targets	2011/12		2012/13		2013/14	
		Target	Actual	Target	Actual	Target	Actual
<i>Service Indicators</i>		-	-	-	-	-	-
(i)	(ii)						

Service Objective : To coordinate and monitor infrastructure development for the provision and access to services.							
<i>eg. Provision of minimum supply of electricity</i>	Additional households (HHs) provided with minimum supply during the year (Number of HHs below minimum supply level)	-	-	-	-	-	-

Employees: Electricity Services					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-
4 - 6	-	-	-	-	-
7 - 9	-	-	-	-	-
10 - 12	-	-	-	-	-
13 - 15	-	-	-	-	-
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	0	0	0	0	-

Financial Performance 2012/13: Electricity Services					
R'000					
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)					
Expenditure:	-	-	-	-	-
Employees	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-
Other	-	-	-	-	-
Total Operational Expenditure	-	-	-	-	-
Net Operational (Service) Expenditure					
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					

Capital Expenditure 2013/14: Electricity Services					
R' 000					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Project A					
Project B					
Project C					
Project D					

3.1.5 HOUSING

Waterberg District Municipality does not perform the housing function. According to Census 2011 , the proportion of household resident in formal dwellings in Waterberg District has increased to 87%.

Percentage of households with access to basic housing					
Year end	Total households (including in formal and informal settlements)	Households in formal settlements	Percentage of HHs in formal settlements	Households in informal settlements	Percentage of HHs in informal settlements
2010/11	-	-	-	-	-
2011/12	-	-	-	-	-
2012/13	-	-	-	-	-
2013/14					

Housing Service Policy Objectives Taken From IDP							
Service Objectives	Outline Service Targets	2011/12		2012/13		2013/14	
		Target	Actual	Target	Actual	Target	Actual
<i>Service Indicators</i>		-	-	-	-	-	-
(i)	(ii)						
Service Objective xxx							
eg. Provision for housing for all households	Number of Additional houses provided during the year (Houses required at year end)	-	-	-	-	-	-

Employees: Housing Services					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	-	-	-	-	-
4 – 6	-	-	-	-	-
7 – 9	-	-	-	-	-
10 – 12	-	-	-	-	-
13 – 15	-	-	-	-	-
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	-	-	-	-	-
.					
Financial Performance 2012/13: Housing Services					
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)					
Expenditure:					
Employees	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-
Other	-	-	-	-	-

Total Operational Expenditure					
Net Operational (Service) Expenditure	-	-	-	-	-
Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					
Capital Expenditure 2013/14: Housing Services					
					R' 000
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	-	-	-	-	-
Project A	-	-	-	-	-
Project B	-	-	-	-	-
Project C	-	-	-	-	-
Project D	-	-	-	-	-
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

3.1.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

Since Waterberg District Municipality does not have the powers to perform basic services, it is its local municipalities that are rendering such services. According to 2012/13 District IDP, the locals provided indigents with free basic water and electricity services.

Free Basic Service Policy Objectives Taken From IDP							
Service Objectives	Outline Service Targets	2011/12		2012/13		2013/14	
		Target	Actual	Target	Actual	Target	Actual

Service Indicators		-	-	-	-	-	-
(i)	(ii)						
Service Objective : None							
eg. Provision of alternative support to low income households that do not receive all Free Basic Services	Total number of Low income households (LIHs) who do not receive all the free basic services but <u>do</u> receive alternative support (Total number of LIHs not in receipt of free basic services)	-	-	-	-	-	-

Waterberg District Municipality does not render basic services to its local communities. According to Census 2011, the dependency ratio in Waterberg District is 55,5% which suggests that more LED activities are required to lower the dependency ratio.

3.2 Component B-Transport (including vehicles licencing & Public Bus Operations)

Waterberg District Municipality has adopted an Integrated Transport Plan in 2007. The powers and functions does not include licensing and public bus operation but gives direction regard integrated transport planning and the influence of infrastructure on economic development in particular and development in general. The process of finalising Road classification would go a long way in unlocking the potential of the district in sourcing extra funds to improve its road infrastructure.

3.2.1 GRAVEL ROAD INFRASTRUCTURE

Gravel Road Infrastructure					Kilometers
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to asphalt	Gravel roads graded /maintained	
2011/12	-	-	-	-	-

2012/13	-	-	-	-
2013/14	-	-	-	-

Asphalted Road Infrastructure					Kilometers
	Total asphalted roads	New asphalt roads	Existing asphalt roads re-asphalted	Existing asphalt roads re-sheeted	Asphalt roads maintained
2011/12	-	-	-	-	-
2012/13	-	-	-	-	-
2013/14	-	-	-	-	-

Cost of Construction/Maintenance:						R' 000
	Gravel			Asphalt		
	New	Gravel - Asphalt	Maintained	New	Re-worked	Maintained
2011/12	-	-	-	-	-	-
2012/13	-	-	-	-	-	-
2013/14	-	-	-	-	-	-

Employees: Road Services					
Job Level	2011/12	2012/13			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	2	2	2	0,69	34.2
4 - 6	1	1	1	0	0
7 - 9	1	1	1	0	0
10 - 12	-	-	-	-	-
13 - 15	-	-	-	-	-
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	4	4	4	0,69	34.2
Financial Performance 2012/13: Road Services					
R'000					
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)					
Expenditure:					
Employees	R2 036 040	R2 456 040	R2 036 040		0%

Repairs and Maintenance	R 000	R2 600	R2 600		0%
Other	R9 879 398	R9 879 398	R9 879 398		0%
Total Operational Expenditure	R11 915 438	R11 915 438	R11 915 438		0%
Net Operational (Service) Expenditure	(R10 585 599)	(R 10 585 599)	R10 585 599)		0%
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					

Capital Expenditure 2013/14: Road Services					
R' 000					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R7 962 329	R7 962 329	R4 213 285	47.1 %	
Project A	R2 508 725	R2 508 725	R2 508 725	0%	R2 508 725
Project B	R1 453 604	R1 453 604	R1 453 604	0%	R1 453 604
Project C	R 2 000 000	R2 000 000	R167 045	17.5%	R2 000 000
Project D	R2 000 000	R2 000 000	R83 911	95.5%	R2 000 000

3.2.2 DEVELOPMENT OF MUNICIPAL ROADS

Waterberg District Municipality owing to the fact that the Road Classification was not completed, could not start to develop its district roads. According to the IDP, only 3,555 km of the 21 938km are surfaced.

Development of municipal roads as required	xxx kms of municipal roads developed
2011/12	-
2012/13	-
2013/14	-

The road classification project was not finalised by the Department of Roads and Transport in which case once completed it will assist the district municipality to mobilise resources with a view of maintaining the district roads. The budget constraints were so severe that the District can only assist local municipalities on paving of the streets.	

Policy Objectives Taken From IDP			
Service Objectives	Outline Service Targets		2013/14
Service Indicators			*Current Year
(i)	(ii)		
Service Objective: To coordinate and monitor infrastructure development for provision and access to services.			
e.g. Development of fully integrated storm water management systems including wetlands and natural water courses	Phasing in of systems	Completion (Yes/No); x yrs remaining	
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. *Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the performance management system by municipalities in which IDPs play a key role.			

Employees: Storm-water Services				
Job Level	2013/14			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 - 3				
4 - 6	-	-	-	-
7 - 9	-	-	-	-
10 - 12	-	-	-	-
13 - 15	-	-	-	-
16 - 18	-	-	-	-
19 - 20	-	-	-	-
Total	-	-	-	-
Employees and Posts numbers are as at 30 June 2014. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.				
Financial Performance 2013/14: Storm-water Services				
R'000				
Details	2013/14			
	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	-	-	-	-
Expenditure:				
Employees	-	-	-	-
Repairs and Maintenance	-	-	-	-

Other				
Total Operational Expenditure	-	-	-	-
Net Operational (Service) Expenditure	-	-	-	-
Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.				
Capital Expenditure 2013/14: Storm water Services				
R' 000				
Capital Projects	2013/14			
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget
Total All	-	-	-	-
Project A	-	-	-	-
Project B	-	-	-	-
Project C	-	-	-	-
Project D	-	-	-	-
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).				

3.3 Component C-Planning and Development

Lack of funds contributes to the fact that most of the SDF projects could not be initiated. In assisting the local municipalities to review their Central Business Districts, it cannot force them to implement them in their Integrated Development Plan. In general investment in Infrastructure development and dismantling of racial settlements are persistent. This poor funding also impacts on the local economic development. There are few resources really to commit to achieving the economic indicators relevant to the economy of the district.

3.3.1 PLANNING

The local municipalities are responsible for the implementation of their Land Use Management schemes.

Applications for Land Use Development						
Detail	Formalization of Townships		Rezoning		Built Environment	
	2012/13	2013/14	2012/13	2013/14	2012/13	2013/14
Planning application received	-	-	-	-	-	-
Determination made in year of receipt	-	-	-	-	-	-
Determination made in following year	-	-	-	-	-	-
Applications withdrawn						
Applications outstanding at year end	-	-	-	-	-	-

Service Objectives	Outline Service Targets	2012/13		2013/14	
		Target	Actual	Target	Actual
		*Previous Year		*Previous Year	
<i>Service Indicators</i>					
(i)	(ii)				
Determine planning application within a reasonable timescale	Approval or rejection of all build environment applications within a x weeks	Determination within x weeks	Determination within x weeks	Determination within 12 weeks	Determination within 12 weeks
	Reduction in planning decisions overturned	X planning decisions overturned	X planning decisions overturned	5% planning decisions overturned	5% planning decisions overturned
	-	-	-	-	-
	-	-	-	-	-

	-	-	-	-	-
Employees: Planning Services					
Job Level	2013/14	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	-	-	-	-	-
7 - 9	-	-	-	-	-
10 - 12	-	-	-	-	-
13 - 15	-	-	--	--	-
16 - 18					
19 - 20	-		-	-	-
Total	1	1	1	0	0%
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T3.10.4					
Financial Performance 2012/13: Planning Services					
					R'000
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)					
Expenditure:					
Employees	R505 560	R505 560	R505 560		0%
Repairs and Maintenance	- R1 415	R1 500	R1 500		6%
Other	-	-	-	-	-

Total Operational Expenditure	R357 240	-	-		0%
Net Operational (Service) Expenditure	R506 975	R507 060	R507 560		0%
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					
					T3.10.5

Capital Expenditure 2013/14: Planning Services					
R' 000					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R865 509	R1 368 509	R762 467	44.3%	
Project A	R315 509	R818 509	R627 516	23.3%	R818 509
Project B	R550 000	R550 000	R134 951	75.5%	R550 000
Project C	-	-	-	-	-
Project D	-	-	-	-	-
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					
					T3.10.6

3.3.2 LOCAL ECONOMIC DEVELOPMENT

Employees: Economic Development					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	2	0	1.1	100
4 - 6	3	3	3	0	0
7 - 9	-	-			-

10 - 12	-	-	-	-	-
13 - 15	-	-	-	-	-
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	4	3	3	1.1	-

Financial Performance 2013/14: Economic Development					
R'000					
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	R367 548	R367 548	R367 548		0%
Expenditure:					
Employees	R3 701 407	R3 830 407	R3 701 407		0%
Repairs and Maintenance	R1 415	R1 500	R1 500		6%
Other	R2 508 553	R2 508 553	R2 508 553		0%

Total Operational Expenditure	R6 211 375	R6 340 560	R6 340 560		2%
Net Operational (Service) Expenditure	(R5 843 827)	(R5 973 012)	R5 973 012)		2%

Sector
Agriculture, forestry and fishing
Mining and quarrying
Manufacturing
Wholesale and retail trade, catering and accommodation
Electricity, gas and water
Construction
Finance, insurance, real estate and business service
Community, social and personal services
General government
Transport, storage and communication
Total

Sector	2012/13	2013/14
	No.	No.
Agriculture, forestry and fishing	2 397	2 482
Mining and quarrying	38 804	43 378
Manufacturing	3 282	3 486
Wholesale and retail trade	5 840	6 611
Finance, insurance, real estate, catering and accommodation	7 255	7 773
Construction	2 703	3 238
Electricity, gas and water	1 809	2 014
Community, social and personal services	2 331	2 632

General government	5 788	6 502
Total	75 103	83 361

At the pace at which job opportunities are created, it will be difficult to achieve the Provincial target of 440 000 job opportunities.

Jobs Created during 2013/14 by LED Initiatives (Excluding EPWP projects)				
Total Jobs created / Top 3 initiatives	Jobs created	Jobs lost/displaced by other initiatives	Net total jobs created in year	Method of validating jobs created/lost
	No.	No.	No.	
Total (all initiatives)	1 708	-	-	Project reports
Initiative A (12/13)	90	-	-	Project report
Initiative B (12/13)	1 263	-	-	Project report
Initiative C (12/13)	100	-	-	Project report
Job creation through EPWP* projects				
Year	EPWP Projects	Jobs created through EPWP projects		
	No.	No.		
2011/12	Thabazimbi street paving	85		EPWP Report
2012/13	Modimolle Street paving	120		EPWP report
2013/14	Mahwelereng Street paving	54		EPWP report

Local Economic Development Policy Objectives Taken From IDP

Service Objectives	Outline Targets	2011/12		2012/13		2013/14	
		Target	Actual	Target	Actual	Target	Actual
<i>Service Indicators</i>							
(i)	(ii)						
Service Objectives; To ensure optimal utilisation of and adherence to space economy							
Job creation	Number of jobs created to LED Initiatives	40	40	30	255	140	190

3.4 Component D- Municipal Services

Waterberg District Municipality does not have powers and functions to render services such as libraries and archives; museums arts and galleries; community halls; cemeteries and crematoria; child care; aged care; social programmes, theatres.

3.4.1 Libraries; Archives; Museums; Galleries; Community Facilities; Other

Employees: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)

	No.	No.	No.	No.	%
0 – 3	-	-	-	-	-
4 – 6	-	-	-	-	-
7 – 9					-
10 – 12	-	-	-	-	-
13 – 15	-	-	-	-	-
16 – 18	-	-	-	-	-
19 – 20	-	-	-	-	-
Total	-	-	-	-	-

Financial Performance 2013/14: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
					R'000
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)					
Expenditure:	-	-	-	-	-
Employees	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-
Other	-	-	-	-	-

Total Operational Expenditure	-	-	-	-	-
Net Operational (Service) Expenditure	-	-	-	-	-
Capital Expenditure 2013/14: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
R' 000					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	-	-	-	-	-
Project A	-	-	-	-	-
Project B	-	-	-	-	-
Project C	-	-	-	-	-
Project D	-	-	-	-	-
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

3.4.2 CEMETERIES AND CREMATORIUMS

WDM does not have powers and functions to render the cemeteries and crematoriums. The service is performed by local communities.

Employees: Cemeteries and Crematoriums					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-
4 - 6	-	-	-	-	-

7 - 9	-	-	-	-	-
10 - 12	-	-	-	-	-
13 - 15	-	-	-	-	-
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	--	-	-	-	-

Financial Performance 2013/14: Cemeteries and Crematoriums					
R'000					
Details	2011/12	2012/13			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)					
Expenditure:	-	-	-	-	-
Employees	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-
Other	-	-	-	-	-
Total Operational Expenditure	-	-	-	-	-
Net Operational (Service) Expenditure	-	-	-	-	-

Capital Expenditure 2013/14: Cemeteries and Crematoriums					
R' 000					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	-	-	-	-	-
Project A	-	-	-	-	-
Project B	-	-	-	-	-
Project C	-	-	-	-	-
Project D	-	-	-	-	-

3.4.3 .POLUTION CONTROL

Pollution Control Policy Objectives Taken From IDP							
Service Objectives	Outline Targets	2011/12		2012/13		2013/14	
		Target	Actual	Target	Actual	Target	
<i>Service Indicators</i>							
(i)	(ii)	-	-				
Service Objective xxx							
Water and air purity	Water: % of all readings taken throughout the year on at least weekly to be found acceptable (clean) by National Standards	-	-	-	-	-	-

	Air: x% of all readings taken throughout the year on at least weekly to be found acceptable by National standard	T0% clean	A0% clean	T1% clean	A1% clean	T2% acceptable	T5% acceptable	T5% acceptable
		-	-	-	-	-	-	-

Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.

Employees: Pollution Control					
Job Level	2013/14	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-
4 - 6	-	-	-	-	-
7 – 9	-	-	-	-	-
10 – 12	-	-	-	-	-
13 – 15	-	-	-	-	-
16 – 18	-	-	-	-	-
19 – 20	-	-	-	-	-
Total	-	-	-	-	-

Financial Performance 2013/14: Pollution Control					
R'000					
Details	2013/14	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)					
Expenditure:	-	-	-	-	-
Employees	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-
Other	-	-	-	-	-
Total Operational Expenditure	-	-	-	-	-
Net Operational (Service) Expenditure	-	-	-	-	-
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					

Capital Expenditure 2013/14: Pollution Control					
R' 000					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	-	-	-	-	
Project A	-	-	-	-	-

Project B	-	-	-	-	-
Project C	-	-	-	-	-
Project D					
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

3.4.4 CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

WDM does not have powers and functions to render this service.

Child Care; Aged Care; Social Programmes Policy Objectives Taken From IDP								
Service Objectives	Outline Service Targets	2011/12		2012/13			2013/14	
		Target	Actual	Target		Actual	Target	Actual
Service Indicators								
(i)	(ii)	-			-	-		-
Service Objective: None								
		-	-	-	-	-	-	-
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators' Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the introduction of performance management arrangement by municipalities in which IDPs play a key role.								

Employees: Child Care; Aged Care; Social Programmes					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3					
4 – 6	-	-	-	-	-
7 – 9	-	-	-	-	-
10 – 12	-	-	-	-	-
13 – 15	-	-	-	-	-
16 – 18	-	-	-	-	-
19 – 20	-	-	-	-	-
Total	-	-	-	-	-
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T3.56.4					

Financial Performance 2013/14: Child Care; Aged Care; Social Programmes					
					R'000
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)					
Expenditure:					
Employees	-	-	-	-	-
Repairs and Maintenance	-		-	-	-
Other	-	-	-	-	-
Total Operational Expenditure	-	-	-	-	-

Net Operational (Service) Expenditure	-	-	-	-	-
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					

Capital Expenditure 2014/13: Child Care; Aged Care; Social Programmes					
					R' 000
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Project A	-	-	-	-	-
Project B	-	-	-	-	-
Project C	-	-	-	-	-
Project D	-	-	-	-	-
.					

3.4.5 MUNICIPAL INFRASTRUCTURE GRANT EXPENDITURE

WDM does not receive MIG from the National Treasury since it does not provide basic service. In the future it might be necessary to apply for the grant in order to deal with the road infrastructure within the district area. Whilst coordinating various meetings and receiving reports it became the expenditure of MIG by the local municipalities stood at 64%.

Municipal Infrastructure Grant (MIG)* Expenditure 2013/14 on Service backlogs						
Details	Budget	Adjustment Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustment Budget	
Infrastructure - Road transport						
<i>Roads, Pavements & Bridges</i>	-	-	-	-	-	-
<i>Storm water</i>	-	-	-	-	-	-
Infrastructure – Electricity						
<i>Generation</i>	-	-	-	-	-	-
<i>Transmission & Reticulation</i>	-	-	-	-	-	-
<i>Street Lighting</i>	-	-	-	-	-	-
Infrastructure – Water						
<i>Dams & Reservoirs</i>	-	-	-	-	-	-
<i>Water purification</i>	-	-	-	-	-	-
<i>Reticulation</i>	-	-	-	-	-	-
Infrastructure – Sanitation						
<i>Reticulation</i>	-	-	-	-	-	-
<i>Sewerage purification</i>	-	-	-	-	-	-
Infrastructure – Other						
<i>Waste Management</i>	-	-	-	-	-	-
<i>Transportation</i>	-	-	-	-	-	-
<i>Gas</i>	-	-	-	-	-	-

<i>Other Specify:</i>	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
Total	-	-	-	-	-	-
*						

Employees: Local Economic Development Services				
Job Level	2013/14			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 - 3	1	1	1	0
4 - 6	3	3	3	0
7 - 9	-	-	-	-
10 - 12	-	-	-	-
13 - 15	-	-	-	-
16 - 18	-	-	-	-
19 - 20	-	-	-	-
Total	4	4	4	0

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days refer to table A3 info will be on TB (trial balance) all vote which start with 16 are repairs & maintenance

Financial Performance 2013/14: Local Economic Development Services

R'000					
Details	2012/13			2013/14	
	Actual	Original budget	Adjustment budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	R367 548	R367 548	R367 548		0%
Expenditure:					
Employees	R3 701 407	R3 830 507	R3 701 407		0%
Repairs and Maintenance	R1 415	R1 500	R1 500		6%
Other	R2 508 553	R2 508 553	R2 508 553		0%
Total Operational Expenditure	R6 211 375	R6 340 560	R6 340 560		2%
Net Operational (Service) Expenditure	(R5 843 827)	(R 5 973 012)	(R5 973 012)		2%

Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.

Delete Directive note once comment is complete - Explain the priority of the four largest capital projects and explain

Local Economic Policy Objectives Taken From IDP							
Service Objectives	Outline Service Targets	2011/12		2012/13		2013/14	
		Target	Actual	Target	Actual	Target	Actual
Service Indicators							
(i)	(ii)						
Service Objective: To ensure optimal utilisation and adherence to space economy							
% of functional CTAS		100%	100%	100%	66%		
# of publications		4	4	1	1		
# of jobs created by LED		120	255	120	1 708		
# of cooperatives supported		1	1	1	1		

Employees: Local Economic Development					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	3	1	0,96	48

4 - 6	3	3	3	-	-
7 - 9	-	-	-	-	-
10 - 12	-	-	-	-	-
13 - 15	-	-	-	-	-
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	4	4	-	-	-

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

T3.56.4

Financial Performance 2012/13: Local Economic Development					
					R'000
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	R367 548	R367 548	R367 548		0%
Expenditure:					
Employees	R3 830 507	R3 830 507	R3 830 507		0%
Repairs and Maintenance	R1 415	R1500	R1 500		6%
Other	R2 508 553	R2 508 553	R2 508 553		0%
Total Operational Expenditure	R6 211 375	R6 340 560	R6 340 560		2%
Net Operational (Service) Expenditure	(R5 843 827)	(R5 973 012)	R5 973 012)		2
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					

Capital Expenditure 2013/14: Local Economic Development					
R' 000					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R1 289 744	R1 389 744	R686 825	50.6	
Project A	R100 000	R100 000	R43 052	57%	R100 000
Project B	R789 744	R789 744	R267 548	66.2%	R800 000
Project C	R100 000	R100 000	R100 000	0%	R100 000
Project D	R200 000	R300 000	R276 225	8%	R200 000
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

3.5 Component E- Environmental Protection (Management)

Child Care; Aged Care; Social Programmes Policy Objectives Taken From IDP							
Service Objectives	Outline Service Targets	2011/12		2012/13		2013/14	
		Target	Actual	Target	Actual	Target	Actual
Service Indicators							
(i)	(ii)						
Service Objective : To preserve and protect natural resources and promote public health							
# of health and hygiene awareness		-	-	152	150	152	78

campaign conducted							
% of funeral undertakers complying to standards		80%	85%	90%	90%	90%	85%
# of listed activities in terms of AQA		-	-	2	1	20	10
# of ambient air quality report submitted		-	-	2	1	0	10

Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators' Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the introduction of performance management arrangement by municipalities in which IDPs play a key role.

Environmental Protection					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-
4 - 6	1	2	1	1	100%
7 - 9	-	-	-	-	-
10 - 12	-	-	-	-	-
13 - 15	-	-	-	-	-
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	-	-	-	-	-

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

T3.56.4

Financial Performance 2013/14: Environmental Protection					
R'000					
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	-	-	-		-
Expenditure:					
Employees	R363 756	R363 756	R363 756		0%
Repairs and Maintenance	-	-	-		-
Other	-	-	-		-
Total Operational Expenditure	R363 756	R363 756	R363 756		0%
Net Operational (Service) Expenditure	R363 756	R363 756	R363 756		0%
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					

Capital Expenditure 2013/14: Environmental Protection					
R' 000					
Capital Projects	2012/13				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R1 040 000	R988 434	R132 751	86.6%	
Project A	R50 000	R22 925	R50 000	0%	R50 000
Project B	R50 000	R29 700	R29 700	40.6%	R50 000
Project C	R50 000	R45 809	R45 809	8.4%	R50 000
Project D	R890 000	R890 000	R7 242	99.2%	R890 000
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

3.6 Component F- Health Inspection, Food and Abattoir Licensing and Inspection

Health Inspection, Food and Abattoir Taken From IDP							
Service Objectives	Outline Service Targets	2011/12		2012/13		2013/14	
		Target	Actual	Target	Actual	Target	Actual
Service Indicators							
(i)	(ii)						
Service Objective : To preserve and protect natural resources and promote public health							
% of water samples collected and		90%	90%	100%	100%	100%	37/37-100%

<i>analysed</i>							
% of food samples collected and analysed		80%	80%	100%	100%	100%	100%
# of permitted landfill sites monitored		6	11	8	11	8	60/8
% of food outlets issued with certificate of compliance		80%	90%	100%	100%	100%	203/203 -100%

Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators' Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the introduction of performance management arrangement by municipalities in which IDPs play a key role.

Employees: Health inspection, food and abattoir licensing and inspection					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	1	1	1	-	-
4 – 6	6	6	7	1	100
7 – 9	23	23	24	1	100
10 – 12	-	-	-	-	-
13 – 15	-	-	-	-	-
16 - 18	-	-	-	-	-
19 – 20	-	-	-	-	-
Total	30	30	32	2	200

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

T3.56.4

Financial Performance 2013/14: Health inspection, food and abattoir licensing and inspection					
R'000					
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	R792 241				
Expenditure:					
Employees	R15 136 854	??	??		0%
Repairs and Maintenance	R123 897	R140 000	R140 000		
Other	R4 125 092				
Total Operational Expenditure	R19 385 853	0			
Net Operational (Service) Expenditure	(R18 593 6120	0	0		0%
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					

Capital Expenditure 2013/14: Health inspection, food and abattoir licensing and inspection					
R' 000					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R4 648 820	R4 648 820	R 2 297 888	50.6%	

Project A	R950 000	R950 000	R7 242	99.3%	R950 000
Project B	R950 000	R950 000	R2 313	99.8%	R950 000
Project C	R998 820	R998 820	R998 820	0%	R998 820
Project D	R 1 750 000	R1 750 000	R1 289 513	26%	R1 750 000
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

3.7 Component G-Security and Safety

Security and Safety Taken From IDP								
Service Objectives	Outline Service Targets	2011/12		2012/13			2013/14	
		Target	Actual	Target		Actual	Target	Actual
<i>Service Indicators</i>								
(i)	(ii)							
Service Objective: Not applicable								
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators' Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the introduction of performance management arrangement by municipalities in which IDPs play a key role.								

Employees: Safety and security		
Job Level	2012/13	2013/14

	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-
4 - 6	-	-	-	-	-
7 - 9	-	-	-	-	-
10 - 12	-	-	-	-	-
13 - 15	-	-	-	-	-
16 - 18	-	-	-	-	-
19 - 20	-	-	-	--	-
Total	-	-	-	-	-

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.
T3.56.4

Financial Performance 2012/13: Safety and Security					
R'000					
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)					
Expenditure:	-	-	-	-	-
Employees	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-
Other	-				
Total Operational Expenditure	-	-	-	-	-

Net Operational (Service) Expenditure	-	-	-	-	-
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					

Capital Expenditure 2013/14: Safety and Security					
R' 000					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	-	-	-	-	
Project A	-	-	-	-	--
Project B	-	-	-	-	-
Project C	-	-	-	-	-
Project D	-	-	-	-	-
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

FIRE FIGHTING

Fire fighting Taken From IDP

Service Objectives	Outline Service Targets	2011/12		2012/13		2013/14	
		Target	Actual	Target	Actual	Target	Actual
<i>Service Indicators</i>							
(i)	(ii)						
Service Objective: To coordinate and monitor infrastructure development for provision and access to services.							
<i>Number of firefighting reports submitted by local municipalities</i>	-	-	-	24	24	15	
<i>% of building plans approved</i>	-	-	-	100%	100%	70%	
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators' Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the introduction of performance management arrangement by municipalities in which IDPs play a key role.							

Employees: Fire-fighting					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-
4 - 6	4	4	4	0	0

7 - 9	3	3	2	1	33%
10 - 12	4	4	1		
13 - 15	-	-	-	-	-
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	11	11	-	-	-

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

T3.56.4

Financial Performance 2013/14: Fire-fighting					
					R'000
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	R11 406				
Expenditure:					-
Employees	R11 764 909	R11 945 614	R11 945 614		0,7%
Repairs and Maintenance	R106 664	R601 960	R601 960		82.3%
Other	-	--	-		-
Total	R11 871 573 (R11 860 167)	R12 547 574	R12 547 574		

N.B Same as Disaster management.

Capital Expenditure 2013/14: Fire-fighting					
R' 000					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R 1 675 417	R1 990 480	R1 485 379	25.4%	
Project A	R434 546	R434 546	R434 546	0%	--
Project B	R910 621	R910 621	R797 045	0%	R910 621
Project C	R90 250	R90 250	R90 250	0%	R90 250
Project D	R240 000	R555 063	R163 538	70.5%	R555 538
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

Disaster Management

Disaster Management objectives Taken From IDP							
Service Objectives	Outline Service Targets	2011/12		2012/13		2013/14	
		Target	Actual	Target	Actual	Target	Actual
<i>Service Indicators</i>							
(i)	(ii)						
Service Objective: To coordinate and monitor for provision and access to services							
# of Disaster Management advisory forum meetings held	-	-	-	4	1	-	-
# of Disaster Management Annual Report submitted	-	-	-	1	-	1	-

% of transport permits issued by local municipalities		100%	70%	100%	?	100%	?
--	--	------	-----	------	---	------	---

Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators' Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the introduction of performance management arrangement by municipalities in which IDPs play a key role.

Employees: Disaster Management					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-
4 - 6	2	2	2	-	-
7 - 9	10	11	10	1	100
10 - 12	-	-	-	-	-

13 - 15	-				
16 - 18	-		-	-	-
19 - 20					
Total	12	13	12	-	-

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

T3.56.4

Financial Performance 2013/14: Disaster Management					
					R'000
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	R11 406	-	-		100%
Expenditure:					-
Employees	R4 498 681	R4 701 181	R 4 498 681		0%
Repairs and Maintenance	R251 084	R865 000	R768 806		67.4%
Other	R7 692 553	R7 692 553	R7 692 553		2.7%
Total Operational Expenditure	R12 442 318	R13 258 734	R13 258 734		0%
Net Operational (Service) Expenditure	(R12 430 912)	-	-		-
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					

Capital Expenditure 2013/14: Disaster Management	
Capital Projects	2013/14

	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R1 367 674	R1 367 674	R1 265 770	7.5%	
Project A	R141 467	R141 467	R141 467	0%	R141 467
Project B	R647 332	R647 332	R647 332	0%	R647 332
Project C	R378 875	R378 875	R376 418	0%	R378 875
Project D	R200 000	R200 000	R100 553	49.7%	R200 000
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

3.8 Component H- Sports and Recreation

Sport and Recreation objectives Taken From IDP								
Service Objectives	Outline Service Targets	2011/12		2012/13			2013/14	
		Target	Actual	Target		Actual	Target	Actual
<i>Service Indicators</i>								
(i)	(ii)							
Service Objective: To empower the community and instil a sense of ownership for development.								
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-

Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the introduction of performance management arrangement by municipalities in which IDPs play a key role.

Employees: Sports and Recreation					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-
4 - 6	1	1	1	0	0
7 - 9					
10 - 12	-	-	-	-	-
13 - 15					
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	1	1	1	0	0
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T3.56.4					

Financial Performance 2013/14: Sports and Recreation					
					R'000
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget

Total Operational Revenue (excluding tariffs)	-	-	-		-
Expenditure:					
Employees	R293 328	R293 328	R293 328		0%
Repairs and Maintenance	-	-	-		0%
Other	-	-	-		-
Total Operational Expenditure	R293 328	R293 328	R293 328		0%
Net Operational (Service) Expenditure	(R293 328)	R293 328	(R293 328)		0%
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					

Capital Expenditure 2013/14: Sports and Recreation					
					R' 000
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R686 583	R686 583	R 662 278	16%	
Project A	R144 608	R144 608	R144 608	0%	R150 000
Project B	R150 000	R 150 000	R126 695	16%	R150 000
Project C	R191 975	R191 975	R191 975	0%	R200 000
Project D	R200 000	R200 000	R200 000	0%	R200 000
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

3.9 Component I- Corporate Policy, Offices and Other Offices

The Executive and Council objectives taken from IDP							
Service Objectives	Outline Service Targets	2011/12		2012/13		2013/14	
		Target	Actual	Target	Actual	Target	Actual
Service Indicators							
(i)	(ii)						
Service Objective : To develop and implement integrated management and governance systems							
# of Council meetings held		4	4	4	4		
% of Councils resolutions implemented		90%	80%	90%	92%		
# of MPAC meetings held		4	2	4	3		
# of IDP Representative Forum meetings held		4	4	4	4		

Employees: Executive Support					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	4	3	3	0	0
4 - 6	5	5	1	1	0
7 - 9	2	2	2	0	0
10 - 12	2	2	2	0	0

13 - 15	-	-	-	-	-
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	12	13	12	1	100

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Financial Performance 2013/14: Executive Support					
					R'000
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	R17 583	-	-		
Expenditure:					
Employees	R5 616 639	R5 616 639	R5 616 639		0%
Repairs and Maintenance	R32 875	R104 100	R104 100		69%
Other	R15 926 542	R15 926 542	R15 926 542		
Total Operational Expenditure	R21 576 056	R21 647 281	R21 647 281		0%
Net Operational (Service) Expenditure	(R21 558 473)	(R21 647 281)	(R21 647 281)		0%
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					

Capital Expenditure 2013/14: Executive Support					
R' 000					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R2 775 547	R2 775 547	R2 775 547	0%	
Project A	R582 065	R582 065	R582 065	0%	R582 065
Project B	R698 754	R698 754	R698 754	0%	R698 754
Project C	R618 098	R618 098	R618 098	0%	R618 098
Project D	R876 630	R876 630	R876 630	0%	R876 630
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

Financial Services

Financial Service objectives taken From IDP								
Service Objectives	Outline Service Targets	2011/12		2012/113			2013/14	
		Target	Actual	Target		Actual	Target	Actual
Service Indicators								
(i)	(ii)							
Service Objective: To effectively manage finances and improve sustainability								
% of cost coverage	-	-	-	-	-	-	100%	268%
% of Capital budget	-	10%	-	10%	-	-12.2	10%	-
% of orders issued		100%		100%		100%	100%	150%

<i>within 10 working days of receipt of requisition</i>								
# of MFMA S71 reports submitted on time		12	12	12	12	12	12	12
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators' Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the introduction of performance management arrangement by municipalities in which IDPs play a key role.								

Employees: Financial Services					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	4	4	0	0	0
4 - 6	2	2	2	0	0
7 - 9	4	5	4	1	100
10 - 12	5	5	0	0	0
13 - 15	-	-	-	-	-
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	15	16	15	-	-
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T3.56.4					
Financial Performance 2013/14: Financial Services					R'000
Details	2012/13	2013/14			

	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	R88 083 794	R97 829 784	R86 790 040		
Expenditure:					
Employees	R6 419 253	R6 859 253	R6 419 253		0%
Repairs and Maintenance	R9 213	R14 700	R14 700		37%
Other	R3 317 524	R2 872 037	R2 871 637		
Total Operational Expenditure	R9 745 990	R9 745 990	R9 305 590		
Net Operational (Service) Expenditure	-	-	-	-	-
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					

Capital Expenditure 2013/14: Financial Services					
R' 000					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	-				
Project A	-	-	-	-	--
Project B	-	-	-	-	-
Project C	-	-	-	-	-
Project D	-	-	-	-	-
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

HUMAN RESOURCE SERVICES

SERVICE STATISTICS FOR HUMAN RESOURCE SERVICES

Human Resource Services Policy Objectives Taken From IDP							
Service Objectives	Outline Service	2011/12		2012/13		2013/14	
	Targets						
<i>Service Indicators</i>		Target	Actual	Target	Actual	Actual	Target
Service Objective : To retain, attract the best human capital							
% of women employed by the municipality against total staff		50%	48%	50%	54%		
# of LLF meetings held		4	3	4	4	4	4
# of HR policies reviewed		2	2	2	2	10	10
% of injuries on duty attended within 5 days		100%	100%	100%	100%	100%	7-100%

Employees: Human Resource Services				
Job Level	2013/14			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 - 3	1	1	0	0%
4 - 6	3	3	0	0%
7 - 9	-	-	-	-
10 - 12	-	-	-	-
13 - 15	-	-	-	-
16 - 18	-	-	-	-
19 - 20	-	-	-	-
Total	4	4	0	0%
Financial Performance 2013/14: Human Resource Services				
R'000				
Details	2013/14			
	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)				
Expenditure:				
Employees	R1 340 456	R1 410 318	R1 410 318	0%
Repairs and Maintenance	R134 839	R169 000	R135 139	20.1%
Other	-	-	-	
Total Operational Expenditure	R1 410 318	R1 579 318	R1 545 457	0%

Net Operational (Service) Expenditure	R64 997	R1579 318	R1545 457	0%	
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					
Capital Expenditure 2013/14: Human Resource Services					
R' 000					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	-	-	-	-	-
Project A	-	-	-	-	-
Project B	-	-	-	-	-
Project C	-	-	-	-	-
Project D	-	-	-	-	-

INTRODUCTION TO INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The role of technology in improving the lives of all people has been confirmed by the NPD where it is recognised as one of the drivers of change, From the strategic session held in March 2013, it became very clear that ICT should grow to become of the strategic departments on its own in the future. When ICTD is used correctly it can also assist to render more services, empower communities and reduce costs.

ICT Services Policy Objectives Taken From IDP							
Service Objectives	Outline Service Targets	2011/12	2012/13			2013/14	
Service Indicators		Target	Actual	Target	Actual	Target	Actual
(i)	(ii)						
Service Objective: To develop and implement integrated management and governance system							
# of District ICT forum meetings held		4	4	4	4	4	4
% of uptime of key systems		95%	95%	95%	95%	95%	95%
% of developed systems assessed		100%	100%	100%	100%	100%	100%
% of EHP ICT problems reported and resolved		100%	100%	100%	100%	100%	100%

Employees: ICT Services				
Job Level	2013/14			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 - 3	-	-	-	-
4 - 6	2	2	0	0%
7 - 9	1	1	0	0
10 - 12	-	-	-	-
13 - 15	-	-	-	-
16 - 18	-	-	-	-
19 - 20	-	-	-	-
Total	3	3	0	0%
Financial Performance 2012/13: ICT Services				
R'000				
Details	2013/14			
	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	-	-	--	-
Expenditure:				
Employees	R960 744	R 1 023 396	R1 023 396	0%
Repairs and Maintenance	-	-	-	-
Other	R134 839	R169 000	R135 139	
Total Operational Expenditure	R1 095 583	R1 192 396	R1 158 535	0%
Net Operational (Service) Expenditure	(R1 095 583)	(R1 192 396)	(R1 158 535)	0%
Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.				

Capital Expenditure 2012/13: ICT Services					
R' 000					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R1 737 272	R1 737 272	R879 175	59.4%	R1 737 272
Project A	R350 000	R350 000	R000	0%	R350 000
Project B	R587 272	R587 272	R420 813	28.3%	R587 272
Project C	R500 000	R500 000	R5 295	99%	R500 000
Project D	R300 000	R574 157	R453 067	21.1%	R300 000
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

The division of ICT with its lean staff is doing fairly well to provide support to all other departments. The maintenance of ICT structure is mainly performed by SITA and the best part of the year, the municipality did not experience any serious downtime.

PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

A GRAP compliance asset register was updated by the Budget and Treasury Office whilst the Corporate Services Department was responsible for its control.

Property ,legal, risk management and procurement Policy Objectives Taken From IDP							
Service Objectives	Outline Service Targets	2011/12		2012/13		2013/14	
Service Indicators		Target	Actual	Target	Actual	Target	Actual
(i)	(ii)						
Service Objective : To attract ,develop and retain best human capital and to coordinate governance systems?							
# of legal opinions developed internally		30%	10%	30%	0%		
% of corruption cases		100%	0%	100%	0%		

<i>reported to SAPS</i>							
<i>% of projects specifications ready before end of financial year</i>		-	-	100%	20%		
<i>% of risks addressed</i>		100%	50%	100%	60%		

Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. *Current Year' refers to the targets set in the 2012/13 Budget/IDP round. *Following Year' refers to the targets set in the 2012/13 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.

Employees: Property; Legal; Risk Management; and Procurement Services				
Job Level	2013/14			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 - 3	1	-	0	0
4 - 6	1	-	0	0
7 - 9	-	-	-	-
10 - 12	-	-	-	-
13 - 15	-	-	-	-
16 - 18	-	-	-	-
19 - 20	-	-	-	-
Total	2	0	0	-
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.				
Financial Performance 2012/13: Property; Legal; Risk Management; and Procurement Services				

R'000					
Details	2013/14				
	2013/14	Original	Adjustment	Actual	Variance
Total Operational Revenue (excluding tariffs)		-	-	-	
Expenditure:					
Employees	R729 732	R786 780	R786 780	R786 780	0%
Repairs and Maintenance	R134 829	R134 839	R169 000	R135 139	20.1%
Other	-	R285 000	R355 000	R431 062	15.2%
Total Operational Expenditure	R864 561	R1 264 658	R1 368 819	R1 411 020	3%
Net Operational (Service) Expenditure	(R864 561)	(R1 264 658)	(R1 368 819)	(R1 411 020)	3%
Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					
Capital Expenditure 2012/13: Property; Legal; Risk Management; and Procurement Services					
R' 000					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R3 244 805	R2 626 177	R879 385	66.5%	R3 244 805
Project A	R 1 700 000	R1 081 372	R566 905	47.6%	R1 700 000
Project B	R500 000	R500 000	0	100%	R500 000
Project C	R494 805	R494 805	R312 480	36.9%	R494 805
Project D	R550 000	R550 000	0	100%	R550 000
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

3.10 Component J- Miscellaneous

Internal Audit Objectives Taken From IDP							
Service Objectives	Outline Service Targets	2011/12		2012/13		2013/14	
		Target	Actual	Target	Actual	Target	Actual
<i>Service Indicators</i>							
(i)	(ii)						
Service Objective: To develop and implement integrated management and governance systems							
% of AG queries resolved	-	-	-	-	-	-	-
# of Audit Committee meetings	-	-	-	-	-	-	-
% of Internal audit queries resolved		100%	100%	100%	70%	100%	
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators' Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the introduction of performance management arrangement by municipalities in which IDPs play a key role.							

Employees: Internal Audit					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0
4 - 6	2	2	2	0	0
7 - 9	-	-	-	-	-
10 - 12	-	-	-	-	-
13 - 15	2	2	2	0	-
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	5	3	3	-	-
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T3.56.4					

Financial Performance 2013/14: Internal Audit					R'000
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	-	-	-		-
Expenditure:					-
Employees	R1 228 615	R 1 228 615	R1 228 615		%
Repairs and Maintenance	-	-	-		-
Other	-	-	-		-

Total Operational Expenditure	R1 228 615	R 1 228 615	R1 228 615		0%
Net Operational (Service) Expenditure	(R1 228 615)	(R1 228 615)	(R1 228 615)		0%
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					

Capital Expenditure 2013/14: Internal Audit					
R' 000					
Capital Projects	2012/13				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R499 337	504 600	R154 600	69.4%	
Project A	R350 00	R350 00	R000	0%	--
Project B	R99 337	R99 337	R99 337	0%	-
Project C	R50 000	R55 263	R55 263	0%	-
Project D	-	-	-	-	-
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

Strategic Support and Planning objectives Taken From IDP								
Service Objectives	Outline Service Targets	2011/12		2012/13			2013/14	
		Target	Actual	Target		Actual	Target	Actual
Service Indicators								
(i)	(ii)							

Service Objective: To develop and implement integrated and management and governance systems							
# of performance assessments reports submitted	-	4	4	4	4		
# of Monitoring and Evaluation Forum meetings held	-	4	4	4	5		
% of highly rated IDP developed	-	100%	100%	100%	100%		
# of Municipal Managers Forum meetings held	-	4	4	4	4		
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators' Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the introduction of performance management arrangement by municipalities in which IDPs play a key role.							

Employees: Strategic Support and Planning					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0
4 - 6	2	2	2	0.35	16.4%
7 - 9	1	1	1	0	0
10 - 12					
13 - 15	-				
16 - 18	-		-	-	-
19 - 20					
Total	4	4	4	0,35	16.4%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.
T3.56.4

Financial Performance 2013/14: Strategic Support and Planning					
R'000					
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tariffs)	-	-	-		-
Expenditure:					
Employees	R1 449 804	R1 449 804	R1 449 804		0%
Repairs and Maintenance	R2 756	R3 847	R3 847		28.4%
Other		-			
Total Operational Expenditure	R1 452 560	R1 453 651	R1 453 651		0%
Net Operational (Service) Expenditure	(R1 452 560)	(R1 453 651)	(R145 651)		0%
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					

Capital Expenditure 2013/14: Strategic Support and Planning					
					R' 000
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Project A	-	-	-	-	--
Project B	-	-	-	-	-
Project C	R300 000	R584 065	R505 844	14%	R300 000
Project D	R510 086	R510 086	R510 086	0%	R510 086
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

3.11 Component K-Organisational Performance Score-Card

Budget and Treasury Office- Vote 001

	KPA	Strategic Objective	Program me / Focus area	Performan ce Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Eviden ce	Varia nce	Remedial Action
							Target Quarter 1	Actual Quarter 1	Target Quarter 2	Actual Quarter 2	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
1	Spatial rationale	To ensure coordinated development planning and implementation	Integrated planning	% Alignment of Budget & IDP	100%	100%	Not applicable	No target	N/A	No target for Q2	100%	14/15 Budget was tabled to and approved by council on 31 March 2014.	100%	100%-14/15 final Budget/IDP/ SDBIP was tabled to and approved by Council on 29 May 2014.	14/15 Budget / IDP & SDBIP	0	None
2	Financial Management and viability	To effectively manage finances and improve financial sustainability	Expenditure management	% Operating budget variance in terms of SDBIP projections for BTO	9%	10%	10%	3.85% As per 30 September 2013 financial report	10%	3.14% As per 31 December 2013 financial report	10%	10 % as per 31 march 2014 financial report.	10%	3%-under expenditure is due to payment of Performance bonus still to be approved by Council.	Financial report	0	None
3	Financial management and viability	To effectively manage finances and improve financial sustainability	Expenditure management	% Capital Budget variance in terms of SDBIP projections for BTO	0%	10%	10%	0%- – no projects for 13/14	10%	0%- – no projects for 13/14	10%	0%- – no projects for 13/14	10%	0%- – no projects for 13/14	SDBIP report	0%	None
4	Financial management and viability	To effectively manage finances and improve financial sustainability	Expenditure management	% Timeous submission of Annual Financial Statements	100%	100%	100%	100% 12/13 Financial statements submitted to AG, COGHSTA, Provincial & National Treasury	N/A	No target for Q2	N/A	No target	N/A	No target for the quarter	Submission receipt	0%	None

	KPA	Strategic Objective	Program me / Focus area	Performan ce Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Eviden ce	Varia nce	Remedial Action
							Target Quarter 1	Actual Quarter 1	Target Quarter 2	Actual Quarter 2	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
								on 30 August 2013.									
5	Financial management and viability	To effectively manage finances and improve financial sustainability	Budget and reporting	# of Accurate bank reconciliation reports submitted within 10 working days of each month	12	12	3	3 Submitted June to September 2013 within average of 3 working days.	6	6 Submitted October to December 2013 within average of 3 working days.	9	9 – Submitted January to March 2014 within average of 2 working days.	12	12/12 Submitted April to June 2014 within average of 2 working days.	Bank reconciliation	0	None
6	Financial management and viability	To effectively manage finances and improve financial sustainability	Budget and reporting	% Adjustments budget submitted within timeframe	100%	100%	100%	100% Roll over projects adjustment budget was approved by Council on 28 August 2013	N/A	No target for Q2	100%	100%-13/14 Adjustment Budget was approved by council 24 February 2014	N/A	N/A - No target for Quarter 4	Council item,	0%	None
7	Financial management and viability	To effectively manage finances and improve financial sustainability	Supply chain management	# of SCM deviation reports submitted to Council	4	4	1	1 Submitted quarterly June 2013 SCM deviation and value-added reports to July 2013 finance portfolio committee & August 2013	2	2 Submitted quarterly September 2013 SCM deviation and value-added reports to November 2013 finance portfolio committee & December 2013	3	3- Submitted quarterly December 2013 SCM deviation and value-added report to February 2014 finance portfolio committee & March 2014 council.	4	4-Submitted annual 2013/14 SCM deviation and value-added reports to July 2014 finance portfolio committee meeting & August 2014 council.	SCM reports	0%	None

	KPA	Strategic Objective	Program me / Focus area	Performan ce Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Eviden ce	Varia nce	Remedial Action
							Target Quarter 1	Actual Quarter 1	Target Quarter 2	Actual Quarter 2	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
								MAYCO & Council.		Council.							
8	Financial management and viability	To effectively manage finances and improve financial sustainability	Supply Chain Management	% Orders issued within 10 working days of receipt of requisition	100%	100%	100%	170% Average of 3 working days on random sample selected vs required 10 days – July to September 2013	100%	160% Average of 4 working days on random sample selected vs required 10 days - October to December 2013.	100%	150%- Average of 5 working days on random sample selected vs required 10 days – January to March 2014.	100%	150%- Average of 5 working days on random sample selected vs required 10 days – April to June 2014.	Orders	0%	None
9	Financial management and viability	To effectively manage finances and improve financial sustainability	Revenue	% Cost coverage	130%	100%	100%	134% as at 30 September 2013	100%	144% as at 31 December 2013	100%	177% as at 31 March 2014.	100%	268% as at 30 June 2014.	Financial viability report	0%	None
10	Good governance and public participation	To develop and implement integrated management and governance systems	Governance	% Council resolutions resolved related to department within timeframe	100%	95%	95%	100% Resolved 5/5 items for BTO on council meeting resolutions of July to August 2013.	95%	100% 4/4 December 2013 council resolutions have been resolved.	95%	100%- Resolved 5/5 items for BTO on council meeting resolutions of 31 March 2014	95%	100%- Resolved 6/6 items for BTO on council meeting resolutions of 31 March 2014	Council resolution register	0%	None
11	Good governance and public participation	To develop and implement integrated management	Auditing	% AG queries related to BTO addressed	100%	100%	Not applicable	N/A No target for Q1	20%	89% Resolved 8 / 9 audit queries relating to	60%	89%-8/9 Audit queries resolved.	100%	Resolved 8 / 9 audit queries relating to BTO = 89%.	AG Action plan	11%	Provincial intervention on roads and

	KPA	Strategic Objective	Program me / Focus area	Performan ce Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Eviden ce	Varia nce	Remedial Action
							Target Quarter 1	Actual Quarter 1	Target Quarter 2	Actual Quarter 2	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
		t and governance systems								BTO							Wage Curve qualifications
12	Good governance and public participation	To develop and implement integrated management and governance systems	Internal Auditing	% Internal Audit Unit queries related to BTO addressed	100%	100%	25%	100% 3/3 audit queries issued for 12/13 related to BTO/CFO has been resolved. No 13/14 queries issued yet.	50%	100% 3/3 audit queries issued for 12/13 related to BTO/CFO has been resolved. No audit queries for 13/14 to date.	75%	100%-3/3 internal Audit issued for 13/14 resolved.	100%	100%- Internal audit queries issued for 13/14 related to BTO/CFO has been resolved.	IA query resolution register	0%	None
13	Good governance and public participation	To develop and implement integrated management and governance systems	Risk Management	% Risks in terms of risk register related to BTO addressed within timeframe	80%	100%	25%	25% 1 risk for BTO, vacant SCM post advertised & interviewed, to be appointed in Q2.	50%	75% 1 risk for BTO, appointed SCM Administrator, started 1 November 2013 and full centralisation has commenced.	75%	100%- 1 risk for BTO, appointed SCM Administrator started 1 Nov 2013 & centralization has commenced.	100%	100% - 1 risk for BTO, appointed SCM Administrator, started 1 November 2013 and full centralization has commenced.	Risk register	0%	None
14	Good governance and public participation	To develop and implement integrated management and governance systems	Intergovernmental relations	# of CFO forum meeting held	1	4	1	1 District Wide CFO Forum held on 18 September 2013	2	1 District wide CFO Forum held on 18 September 2013.	3	1 District wide CFO Forum held on 18 September 2013.	4	1 District wide CFO Forum held on 18 September 2013.	Minutes of meetings	03	Participating in the provincial intervention for cross-cutting audit queries.
15	Good governance and public participation	To develop and implement integrated	Auditing	% outcome of the audit	100%	100%	Not applicable	N/A No target for Q1	100%	75% Received a qualified audit	N/A	N/A for Q3	N/A	No target for the Quarter	AG Audit report	25%	Provincial intervention on roads

	KPA	Strategic Objective	Program me / Focus area	Performan ce Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Eviden ce	Varia nce	Remedial Action
							Target Quarter 1	Actual Quarter 1	Target Quarter 2	Actual Quarter 2	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
	n	managemen t and governance systems		report						opinion for 12/13 but was on district roads classificati on and SALGA Wage Curve.							and Wage Curve qualificati ons
16	Good governance and public participation	To develop and implement integrated managemen t and governance systems	Financial policies	# of Financial policies reviewed	7	7	Not applicab le	N/A No target for Q1	N/A	No target for Q2	N/A	No target for Q3.	7	7 reviewed, 1 required update - SCM Policy reviewed and taken to Council. Approved on the 29 May 2014	Policy review register	0	None
17	Transformat ion and Organisatio nal Developme nt	To attract, develop and retain best human capital	Human Resource Managem ent	% of disciplinar y action initiated by the Manager	0%	100%	100%	100% No disciplinar y actions implemen ted and no reported instances of alleged misconduct in Q1.	100%	100% No disciplinar y actions implemen ted and no reported instances of alleged misconduct in Q2.	100%	100% No disciplinar y actions implemen ted and no reported instances of alleged misconduct in Q3	100%	100%- No disciplinary actions implemente d and no reported instances of alleged misconduct in Q4	HR report	0%	None

N.B # means Number of and % means percentage of

Office of the Municipal Manager – Vote 002

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4			
1	Spatial rationale	To ensure co-ordinated developmental planning and implementation	Integrated Planning	% Highly rated IDP	100%	100%	25%	2014/15 IDP/Budget/ PMS framework/ process plan approved by council on 29 August 2013	50%	50%-Held the 2 nd IDP Rep forum 12 November 2013 at Bela -Bela community hall	75%	80%-2014/15 IDP, Budget & SDBIP tabled in council 30th of March 2014.	100%	100% - 2014/15 IDP, Budget & SDBIP approved by council 29 May 2014	Council resolution A174/2014	0%	None
2	Basic Service Delivery	To coordinate and monitor infrastructure development for provision and access to services	Monitoring and Evaluation	% project management efficiency	100%	100%	Not applicable this quarter	50%	N/A	50% IDP Public participation is at 50%. The project PMS electronic system was cancelled because the service providers quoted more than the available budget.	50%	Due to budgetary constraints the office will be implementing only two projects, Audit system and IDP public participation. status 75%	100%	100% - IDP public participation concluded 23 May 2014	Project status report	0%	None
3	Financial management and viability	To effectively manage finances and improve financial sustainability	Expenditure Management	% Operating budget variance in terms of SDBIP	16%	10%	10%	4.35% Opex for Quarter 1	10%	10.57% – Opex variance	10%	15.17%-vacancies in the department MM, DM:SSP & Risk officer caused the variance	10%	19%-operating variance.	Annexure B Financial Report	9%	Fast-track the appointment of the MM & Risk officer

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4			
4	Financial management and viability	To effectively manage finances and improve financial sustainability	Expenditure Management	% Capital budget variance in terms of SDBIP	40%	10%	10%	25%-limited bidding process of the Electronic PM Reporting System at advanced stage	10%	-4 % The project PMS electronic system was cancelled .	10%	20%-cancellations of PMS system due to budgetary constraints	10%	26%- capital variance	Annexure C Project status report	16%	Improve spending in the two remaining projects
5	Financial management and viability	To effectively manage finances and improve financial sustainability	Supply chain management	% Project specifications / terms of reference ready for advertisement before the end of financial year	0%	100%	Not applicable	N/A	N/A	Not applicable for this quarter	N/A	Not applicable for the Quarter	100%	Only project for department which does not require specification. Public participation -IDP	None	0%	None
6	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Average % AG material audit queries resolved	0%	100%	Not applicable this quarter	N/A	20%	85% 9 /12 issues raised by AG for 2012/13 have been resolved	60%	9/12-85% - We had a meeting with the HOD for Roads & Transport requesting them to withdraw the 2004 Gazette.	100%	9/12-85%. Two finding which are road infrastructure classification and wage curve are beyond the municipal control however there are on-going engagement	2012/13 Action plan	0%	none

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4			
														nt between the municipality and provincial departments regarding this			
7	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	% Identified risk resolved within timeframes as specified in risk plan	50%	95%	25%	10% 1/10 resolved with in the first quarter	50%	15% 2/10 issues were resolved in the second quarter.	75%	55% 6/ 11 resolved in the third quarter	100%	100%. The annual risk assessment was conducted to review and identify new risk	Risk assessment report	0%	None
8	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	% of Audit Committee recommendations implemented	4	100%	100%	100% 4/4 all recommendations implemented with regard to 2012/13 Annual performance Report	100%	100% 3/3 audit committee recommendations were implemented the second quarter	100%	50% 2/4 audit committee recommendation resolved	100%	80% 4/5 audit committee recommendation resolved	Minutes/Resolution	20%	Follow up on Audit committee resolutions
9	Good Governance and Public Participation	To develop and implement integrated management and governance	Auditing	# of Performance audit reports submitted to Council	0	4	1	1 Q1 assessments conducted on 29 October 2013 a report	2	2 The chairperson of the audit committee presented the quarterly	3	3 The chairperson of the audit committee presented a report during council in the 31 st of March 2014	4	4 The chairperson present the audit committee report during the council sitting on	Audit Committee report to council.	0	none

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4			
		e systems						will be submitted in the next council meeting		to council in December 2013				the 29 May 2014			
10	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	% Council resolutions implemented within timeframes	80%	90%	90%	100% 5/5 resolutions implemented	90%	100% the notice for public comments was issued on the 19/12/13 for 2012/13 Draft Annual report	90%	100% -4/4 resolutions implemented	90%	100% -4/4 resolution were implemented	Council resolution Implementation report and Notice	0%	None
11	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Inter-governmental relations	% Municipal Managers Forum Resolutions related to department implemented within specified timeframes	80%	100%	90%	100% 6/6 resolution implemented	90%	0% The MM's forum was rescheduled to be held in the 3 rd Quarter	90%	3/3 resolutions implemented	90%	The MM's forum meeting was not convened for the Quarter	None	0%	None
12	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Monitoring and Evaluation	# of Performance coaching with Senior Managers conducted	0	4	1	0 No coaching was conducted because no senior manager scored less than 100 in the	2	0 No coaching was conducted because no senior manager scored less than 100 in the assessment	3	0 no manager performed less than 100 in the assessments	4	0 no manager performed less than 100 in the assessments	Assessment report	0%	None

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4			
								assessment									
13	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Public Participation	# of IDP Representative Forum meetings convened	4	4	1	1 1 st IDP rep forum held 26 August 2013 at Aboo Tayob-Mokopane	2	2 nd Rep Forum held 12 November 2013, Bela-Bela local municipality.	3	3/3 the third IDP Rep Forum was held 19 March 2014 Mookgophong Local Municipality.	4	4/4 Meeting held 23 May 2014 OR Tambo Hall-Modimolle	Invitations, Agenda, Attendance register & Minutes	0	None
14	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Human Resources Management	% of disciplinary actions initiated by the Municipal Manager	100%	100%	100%	0% No case of misconduct was reported	100%	0% No case of misconduct was report in the Quarter	100%	0. no case of misconduct reported	100%	0. no case of misconduct reported	-	0%	None
15	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Human Resources Management	# of Senior Managers with signed Performance Agreements within one month of appointment	5	7	4	7/7 Senior Managers has signed the Performance Agreements within the 1 st month of appointment	5	7/7 All senior managers signed the Performance agreements.	3	7/7 senior managers have signed the Performance Agreement	7	7/7 senior managers have signed the Performance Agreement	2013/14 performance Agreements	0	None
16	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Organisational Development	# of Senior Managers' Performance Assessment conducted	3	4	1	7/7 1 st Quarter assessment was conducted 29 October 2013	2	The 2 nd assessment is scheduled for the 15-16 Jan 2014	2	2/2 the Mid-year assessments conducted on 15-16 January	4	The 3 rd Quarter assessment were conducted 11 April 2014, the 4 th are scheduled 11 July 2013	Assessment Schedule,	0	None

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4			
17	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Monitoring and Evaluation	# of Performance evaluation conducted	0	1	Not applicable	N/A	N/A	Not applicable	N/A	Evaluation will be conducted in the 4th Quarter	1	1/1 Meeting held 12 June 2014	Invitations , Agenda, minutes & attendance register	0	None
18	Transformation and organisational development	To attract ,develop and retain ethical and best human capital	Organisational Development	# of policies / framework reviewed	2	2	Not applicable	N/A The 2 policies will be reviewed on the 4 th Quarter	N/A	Not applicable	N/A	Policies will be reviewed in the 4th quarter	2	2/2 PMS Policy and Framework were reviewed	Executive Mayor, acknowledgment letter Policy & Framework	0	None

N.B # means Number of and % means percentage of

Corporate support & Shared Services – Vote 003

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Targets 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual	Target Quarter 2	Actual Quarter 3	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
1	Basic Service Delivery	To coordinate and monitor infrastructure development for provision and access to services	Project management	% Projects management efficiency	80%	100%	25%	44.4% 3/9 project completed	50%	25% 3/9 project completed	75%	50%-5/9 project completed within budget and time.	100%	80%-6/9 project completed	Project status report	20%	Fastrack the SCM processes to implement projects effectively

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Base line	Annual Targets 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual	Target Quarter 2	Actual Quarter 3	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
2	Basic Service Delivery	To coordinate and monitor infrastructure development for provision and access to services	Project Management	% of Rollover from the previous financial year completed	70%	N/A	100%	57% 2/5 rollover projects completed	N/A	3/5 The 2 outstanding rollovers will be completed in the next quarter	N/A	3/5 projects completed	N/A	The 2 outstanding rollovers will be completed in the next quarter	Project status report	2	Implement forward planning in the implementation of projects
3	Financial management and viability	To effectively manage finances and improve sustainability	Expenditure management	% Operating budget variance in terms of SDBIP	7%	10%	10%	5.62% Variance Opex	10%	14.06% Opex variance	10%	16.98%	10%	Opex variance 22% - due to vacancies	Annexure B Financial Report	12%	Fill the vacancies in the department
4	Financial management and viability	To effectively manage finances and improve sustainability	Expenditure management	% Capital budget variance in terms of SDBIP	10%	10%	10%	137% Over-expenditure on Capex	10%	34% Capex variance.	10%	75%	10%	Capex variance 63%	Annexure C Project status report	53%	Implement the forward planning in the implementation of projects
5	Financial management and viability	To effectively manage finances and improve sustainability	Supply chain management	% Projects specifications/ terms of reference ready before the end of current financial year	0%	100%	Not applicable	N/A	N/A	N/A	N/A	N/A	100%	No new Project for 14/15 financial year related to the department due to financial constraints	None	-	-
6	Good governance and public	To develop & implement	External Auditing	% AG queries related to CSSS	0%	100%	20%	Audit outcome will be issued	40%	100% 1/1 Audit query was resolved	60%	60% on progress	100%	1/1 Audit query was resolved	Audit action plan	0	None

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Targets 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual	Target Quarter 2	Actual Quarter 3	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
	participation	nt integrate d management and governance systems		addressed				end of November 2013									
7	Good governance and public participation	To develop and implement management and governance systems	Internal Auditing	% Internal Audit queries related to CSSS addressed	80%	100%	25%	90% 4/5 Queries related to the department are resolved	50%	85% 15/20 resolved	75%	70% -20/30 issues raised resolved	100%	19/20 resolved	Internal Audit report	1	Fastrack the resolution of queries
8	Good governance and public participation	To develop and implement integrated management and governance systems	Governance	% Council resolutions related to CSSS implemented within timeframe	90%	100%	90%	100% 1/1 council resolutions were resolved	90%	100% 4/4 resolutions implemented	100%	2/2 resolutions implemented	100%	4/4 resolutions implemented	Council register	0%	None
9	Good governance and public participation	To develop and implement integrated management and governance	Governance	% Risks related to CSSS addressed	60%	100%	25%	50% 2/4 risks addressed	50%	100% 2/2 resolved	75%	75%- 2/3 risks resolved	100%	100% 4/4 resolved	Risk register	0%	None

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Base line	Annual Targets 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual	Target Quarter 2	Actual Quarter 3	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
		systems															
10	Good governance and public participation	To develop and implement integrated management and governance systems	Fleet management	% Compliance of service interval of vehicles	100 %	100%	100%	100% All vehicles were serviced as per service plan	100%	100% All vehicles were serviced as per service plan	100%	100%- all vehicles are maintained	100%	All vehicles were serviced as per service plan	SLA Report	0%	None
11	Good governance and public participation	To develop & implement integrated management & governance systems	Information and Communication Technology	% actual uptime of Key Systems	90%	90%	90%	99% Municipal Key system were on line in the first quarter.	90%	98% of the time the system running	90%	98% of the time system is running	90%	98% of the time the system running	SLA Reports	0%	None
12	Good governance and public participation	To develop & implement integrated management & governance systems	Information and Communication Technology	% Actual implementation of ICT Plan	70%	80%	70%	100% CCTV for Lephalale fire fighting projects completed.	70%	40% 1/3 project completed	80%	1/3 in now that the service provider is been appointed to completed the remaining 2	80%	5/5 project completed	CCTV Final invoice	0%	None

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Targets 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual	Target Quarter 2	Actual Quarter 3	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
13	Good governance and public participation	To develop & implement integrated management & governance systems	Information and Communication Technology	# of Website maintenance report submitted	3	4	1	3 maintenance report submitted on 30 September 2013	2	2/2 reports submitted	3	2/2 report submitted	4	4/4 reports submitted	Report attached	0%	none
14	Good Governance and public participation	To develop & implement integrated management & governance systems	ICT	% of website updated with legislative reports	60%	100%	Not applicable	N/A	N/A	The draft 12/13 annual report 11/12/2013	100%	100%- Final 2012/13 AR, 14/15 IDP, Budget & SDBIP.	100%	100% final IDP/Budget & SDBIP.	Website report	0%	none
15	Good governance and public participation	To develop & implement integrated management & governance systems	Human resources management	# of HR policies reviewed	2	2	Not applicable	N/A	N/A	N/A	2	Review policies in the last quarter.	N/A	2/2 HR policies reviewed	Reviewed HR Policies	0	None
16	Transformation and Organisational Development	To attract, develop and retain best human capital	Capacity building and Training (HRD)	% Training budget actually spent on training	80%	100%	25%	44% 48 000.00/ 370 000.00 Spent in the first quarter	50%	64.92% 240 210 of 370 000 Spend.	75%	80%- 289 210 of 370 000 Spend in the 3rd Quarter	100%	387 354 .74 of 435000 Spent in the 4 th Quarter	Training report attached	0%	None

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Base line	Annual Targets 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual	Target Quarter 2	Actual Quarter 3	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
17	Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	% of disciplinary actions initiated within 90 days of occurrence	80%	100%	100%	0% No case of misconduct were reported in Q1	100%	0% No case has been reported	100%	0% No case has been reported	100%	No case has been reported	None	0%	None
18	Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	% of ROI in training	0%	100%	25%	0% ROI will be calculated in the 4 th Quarter	50%	0% ROI will be measured in the 4 th quarter	3	ROI will be calculated in the last quarter	100%	ROI could not be calculated due to skills gap in this regard	none	100%	Capacitate the HRD officer to calculate ROI
19	Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	# of LLF meetings held	4	4	1	1/1 meeting was held 03/09/2013	2	2/2 meeting held on 03 Dec 2013	3	1/3 meeting held 2 failed due lack of quorum	4	4/4 meeting held on 27 APRIL 2014	Attendance register and minutes attached	0%	None
20	Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	% Progress with compilation and submission of WSP to LGSETA	100%	100%	Not applicable	N/A Report will be submitted in the 4 th Quarter	N/A	Report will be submitted in the 4 th Quarter	N/A	Report will be submitted in the 4 th Quarter	100%	100%-The report submitted to LGSETA on 30 April 2014	Submission letter	0%	None

N.B # means Number of and % means percentage of

Planning and Economic Development – Vote 004

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual Quarter 1	Target Quarter 2	Actual Quarter 2	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
1	Spatial rationalisation	To ensure coordinated development planning and implementation	Integrated planning	# of Spatial planning project in the SDF implemented	1	1	1	Draft phases 1-4 in place	1	1-Final SDF draft presented to the general public. Public comments due date scheduled for 20/01/2014	1	Final SDF report submitted to WDM Council for approval.	1	SDF approved by council 29 May 2014	Council resolution	0	None
2	Spatial rationalisation	To coordinate and monitor infrastructure development for the provision and access to services	Integrated planning	# of District Planning Forum meeting held	40%	4	1	No meeting held. Currently reviewing the TOR to be in line with WEDA Operations	1	1-Plenary meeting with COGTA and other stakeholders held on the National concept of Business development forum. TOR similar to district planning forum	1	2/2 meeting of the Business Development forum held during quarter.	1	2/4 BDF meeting held	Minutes & attendance register	2	Adhere to schedule
3	Basic Service Delivery	To coordinate and monitor infrastructure development for the provision and access to services	Project Management	% Projects management efficiency	90%	100%	25%	25%-All projects on course, except the Mabatlane Beautification project	50%	50%-All project on course except the Mabatlane beautification project. Shortage of concrete blocks as a result is causing the delay.	75%	Mabatlane Beautification project on course. Paving bricks procured and contractor back on site after floods delayed project.	100%	80%- Two projects not successfully implemented due to lack of counter funding from beneficiaries	Project status report	20%	Engage the beneficiaries and other stakeholders for funding

	KPA	Strategic Objective	Program me / Focus area	Performanc e Indicators	Baseline	Annua l Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidenc e	Variance	Remedial Action
							Target Quarter 1	Actual Quarter 1	Target Quarter 2	Actual Quarter 2	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
4	Basic service Delivery	To coordinate and monitor infrastructure development for the provision and access to services	Project management	% of Rollover from the previous financial year completed	70%	100%	100%	80%-Bela-Bela Flea market complete, CBD Development and SDF Review at final draft stage	N/A	N/A	N/A	80% CBD Development plan & SDF review at final draft stage.	N/A	2/3 roll over projects completed	Project status report	1	Implement forward planning in the implementation of projects
5	Local economic development	To ensure optimal utilisation and adherence to space economy	Job creation	# of Jobs created through LED initiatives	30	40	20	0 No jobs created in the 1st Q	30	124- jobs created on mabatlane project and LED strategy Review field work, 1 Modimolle security cameras and 100 Waterberg meander	40	No jobs created in the Q3	40	124 jobs created in the second Quarter	None	0	None
6	Local economic development	To ensure optimal utilisation and adherence to space economy	Job creation	# of functional CTAs District wide	4	2	Not applicable	Modimolle & Mookgophong resuscitation plan in place	1	1-Modimolle CTA launched & functional	N/A	1-Mookgophong CTA resuscitation in place.	1	Resuscitation plan for Mookgophong CTA in place	CTA Report	1	None
7	Local economic development	To ensure optimal utilisation and adherence to space economy	Job creation	# of publication issued /made	1	2	1	No publications for the 1st Quarter	N/A	3000 Tourism guide booklets Modimolle CTA	1	1-limpopo Routes & directory magazine printed awaiting delivery	N/A	Service provider for development of district brochure failed to meet deadlines. Order cancelled	None	0	None
8	Financial management	To effectively manage finances	Expenditure management	% Operating budget variance in terms of	9%	10%	10%	5.18% Opex	10%	10.20% - Opex	10%	45% as per financial report	10%	22 % variance for the Quarter – PED	Annexure b Financial Report	12%	Increase spending

	KPA	Strategic Objective	Program me / Focus area	Performanc e Indicators	Baseline	Annua l Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidenc e	Variance	Remedial Action
							Target Quarter 1	Actual Quarter 1	Target Quarter 2	Actual Quarter 2	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
	and viability	and improve sustainability		SDBIP										0% variance for abattoir			
9	Financia l management	To effectively manage finances and improve sustainability	Expendit ure Management	% Capital budget variance in terms of SDBIP	0%	10%	10%	56% CAPEX	10%	59%- Capex	10%	13.05%	10%	38% variance for the Quarter	Annexur e D financial report	28%	Forward planning in the impleme ntation of Projects.
10	Financia l management and viability	To effectively manage finances and improve sustainability	Supply chain management	% Projects terms of reference/sp ecifications ready for advertiseme nt before end of current financial year	New target	100%	Not applicab le	Specificati ons for all the identified projects were in place before end of the year	N/A	Specification s were concluded in the last quarter	N/A	Not applicable for the quarter	100%	No new project for 2014/15 related to the department	None	-	-
11	Good Governan ce and Public Particip ation	To develop and implement integrated managem ent & governanc e systems	Auditing	% Internal Audit Unit audit queries related to department resolved	0%	100%	25%	0%-No internal audit queries related to PED	50%	0%-No internal audit queries raised related to PED	75%	0%-No internal audit queries raised related to PED	100%	0%-No internal audit queries raised related to PED	Internal Audit report	0%	None
12	Good Governan ce and Public Particip ation	To develop and implement integrated managem ent & governanc e systems	Auditing	% Identified risk resolved within timeframes as specified in risk plan	60%	100%	25%	25%-One out of three risks identified resolved the will be resolved in Q3 & Q4	50%	50%-The remaining two risks are scheduled for completion in the next quarter	75%	100% - 3/3 risks resolved	100%	100% all risks resolved in Quarter 3	Risk register	0%	None

	KPA	Strategic Objective	Program me / Focus area	Performanc e Indicators	Baseline	Annua l Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidenc e	Variance	Remedial Action
							Target Quarter 1	Actual Quarter 1	Target Quarter 2	Actual Quarter 2	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
13	Good Governance and Public Participation	To develop and implement integrated management & governance systems	Auditing	% AG audit queries related to department resolved	100%	100%	Not applicable	No AG queries for PED	40%	0%-No AG queries related to PED	60%	0%-No AG queries related to PED	100%	0%-No AG queries related to PED	None	0%	None
14	Good Governance and Public Participation	To develop and implement integrated management & governance systems	Governance	% Council resolutions related to department implemented within timeframe	90%	100%	100%	80%-WEDA Benchmarking visit with Sekhukhune Econ. Dev. Agency done. Draft advert for inviting board members of WEDA in place. Awaiting comments of EM Agri-Park Co-ordination meetings and Skills audit done	100%	0%-All council resolutions implemented within timeframe.	100%	Abattoir -resolved that to halt on the implementation of outsourcing abattoir until end June 2014.	100%	2/2 resolutions related to the department resolved	Council resolutions implementation report	0%	None
15	Good Governance and Public Participation	To develop and implement integrated management & governance systems	Inter-governmental relations	% Municipal Managers Forum Resolutions related to department implemented within specified timeframes	90%	90%	90%	No Municipal Managers Forum meeting resolutions outstanding for PED	90%	100%-No meeting for the quarter	90%	No resolutions for PED	90%	No meeting was convened for the quarter	None	0%	None

	KPA	Strategic Objective	Program me / Focus area	Performanc e Indicators	Baseline	Annua l Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidenc e	Variance	Remedial Action
							Target Quarter 1	Actual Quarter 1	Target Quarter 2	Actual Quarter 2	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
16	Transformation and organisational development	To attract, develop and retain ethical and best human capital	Human resource management	% Disciplinary actions initiated by MCSSS	100%	100%	100%	No case of misconduct report related to the department	100%	0%-No case of misconduct was report	100%	0%-No case of misconduct was report	100%	0%-No case of misconduct was report	Report	0%	None

N.B # means Number of and % means percentage of

Infrastructure Development – Vote 005

	KPA	Strategic Objective	Program me / Focus area	Performanc e Indicators	Baseli ne	Annua l Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual Quarter 1	Target Quarter 2	Actual Quarter 2	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
1	Basic Service Delivery	To coordinate and monitor infrastructure development for provision of access to services	Project Management	% of Rollover from the previous financial year completed	60%	100%	100%	2.39%-All the contractors are on site except Mookgophong sewer connection and provision of VIP sanitation	N/A	43%-Spending on roll overs.	N/A	94% -all contractors are on site except for Mookgophong sewer connections & provision of VIP sanitation	N/A	6/6 -100%-rollover spending done.	Payment certificates	0%	None
2	Basic Service Delivery	To coordinate and monitor infrastructure development for provision of access to services	Project Management	% Projects management efficiency	70%	100%	100%	90%-All the contractors are on site except Mookgophong sewer connection and provision of VIP	100%	100%-All contractors are on site and are busy with construction. Monthly process report are	100%	All project on track to be completed by end June 2014.	100%	All project are monitored monthly progress report submitted meeting held on site.	Project status, & progress report	0%	None

	KPA	Strategic Objective	Program me / Focus area	Performanc e Indicators	Baseli ne	Annua l Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual Quarter 1	Target Quarter 2	Actual Quarter 2	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
								sanitation		submitted to & we conduct monthly meetings on site.							
3	Basic Service Delivery	To coordinate and monitor infrastructure development for provision of access to services	Water and sanitation	# of Quarterly Water & Sanitation (FBS) forum meetings coordinated	4	4	1	3/1-meetings held on the 12 July ,16 August, 13 September 2013	2	2- Integrated water support forum has been establishe d & the 1 st meeting held on the 3 rd of December 2013. The crocodile west strategy meeting was held on	4	2 meeting s held	4	7/4 integrated water services meetings held at district level to support WSAs.	Minutes, Invitations & attendanc e register	0	None
4	Basic Service Delivery	To coordinate and monitor infrastructure development for provision and access to services	Electricit y	# of Electricity forum meetings coordinated	11	11	3	3/3-meetings held on the 31 July, 28 August & 18 September 2013. Eskom was invited to make presentati on on application process of electricity process.	5	5/5 meeting held at local municipali ties.	8	8/8 meeting held	11	9/11 meeting held	Energy forum minutes & invitation & Attendanc e register	2	Adhere to schedule

	KPA	Strategic Objective	Program me / Focus area	Performanc e Indicators	Baseli ne	Annua l Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual Quarter 1	Target Quarter 2	Actual Quarter 2	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
5	Local economic development	To ensure optimal utilisation of & adherence to space economy	Job creation	# of Jobs created through EPWP	140	140	40	27/40 Mookgophong sewer & provision of VIP sanitation have not yet started.	80	120 jobs were created through PEWP programme.	95	140 jobs were created	140	153 jobs created through EPWP projects	EPWP report	0	None
6	Financial management and viability	To effectively manage finances and improve sustainability	Expenditure management	% Operating budget variance in terms of SDBIP	10%	10%	10%	3.06% Opex Variance	10%	7.16% Opex Variance	10%	8..10%	10%	11% variance for Quarter 4	Annexure B financial report	1%	None – performance bonus budgeted not paid
7	Financial management and viability	To effectively manage finances and improve sustainability	Expenditure management	% Capital budget variance in terms of SDBIP	20%	10%	10%	79% CAPAX variance	10%	37% 37% all project are under construction delays were due to BEC & BAC	10%	13%	10%	13% variance for quarter 4 Project delays due to floods.	Annexure D Financial report	3%	Implement forward planning to implement project in time & within budget
8	Financial management	To effectively manage finances and improve sustainability	Supply chain management	% Projects specifications/ terms of reference ready for advertisement before the end of current financial year	0%	100%	Not applicable	N/A	N/A	-	N/A	N/A	100%	No new projects for 14/15 financial year	None	-	-
9	Good Governance and Public Participation	To develop & implement integrated management & governance systems	Auditing	% Internal Audit Unit audit queries related to department resolved	100%	100%	25%	0%-No queries related to the department	50%	0%-No Queries related to the department for this quarter	75%	0%-No Queries related to the department for this quarter	100%	1/1 query related to the department resolved	Internal Audit report	0%	None

	KPA	Strategic Objective	Program me / Focus area	Performanc e Indicators	Baseli ne	Annua l Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual Quarter 1	Target Quarter 2	Actual Quarter 2	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
10	Good Governance and Public Participation	To develop & implement integrated management & governance systems	Auditing	% Identified risk resolved within timeframes as specified in risk plan	100%	100%	25%	0%-No risks identified related to the department	50%	0%-No risk identified for the department	75%	1/1 risks identified & resolved	100%	1 risk resolved in the 3 rd Quarter	Risk register	0%	None
11	Good Governance and Public Participation	To develop & implement integrated management & governance systems	Auditing	% AG audit queries related to department resolved	100%	100%	20%	0%-Audit outcome will be issued at the end of November	50%	50%-1 issue raised classification of roads, a meeting with the MEC was held to repeal the Gazette	60%	50% - still awaiting the Gazette	100%	The old Gazette was withdrawn and the new Gazette was promulgated by the MEC of Roads and transport	Gazette on classification of roads	0	None
12	Good Governance and Public Participation	To develop & implement integrated management & governance systems	Governance	% Council resolutions related to department implemented within timeframe	100%	100%	100%	0%-No resolution related to the department	100%	0%-no resolution related to the department	100%	100%-2/2 resolutions resolved	100%	No council resolution related to the department for Quarter 4	Council resolutions	0%	None
13	Good Governance and Public Participation	To develop & implement integrated management & governance systems	Inter-governmental relations	% Municipal Managers Forum Resolutions related to department implemented	100%	90%	90%	0% No resolutions related to the department	90%	0%-No meeting was held for the quarter	90%	No resolutions related to the department on 17 March 2014	90%	No meeting convened for the quarter	N/A	0%	None

N.B # means Number of and % means percentage of

Executive Support – Vote 006

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual	Target Quarter 2	Actual	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
1	Basic Service Delivery	To coordinate and monitor infrastructure development for the provision and access to services	Project management	% Project management efficiency	80%	100%	100%	80%-Tender for the production of the Newsletter at an adjudication stage	100%	80%-Service Provider appointed for production of the Newsletter	100%	100%-2/2 editions delivered	100%	100%-3/3 editions delivered	News letter	0	None
2	Basic Service Delivery	To coordinate and monitor infrastructure development for the provision and access to services	Client Relations Management	% Presidential hotline queries addressed within 2 weeks of receipt	83%	100%	100%	90%-1 Query outstanding & referred to Bela-Bela Local Municipality	100%	100%-All queries related to WDM resolved	100%	100%-All queries resolved	100%	100%-All queries resolved	Hotline Report	None	None
3	Basic Service Delivery	To coordinate and monitor infrastructure development for the provision and access to services	Client Relations Management	% Premier hotline queries addressed within 2 weeks of receipt	100%	100%	100%	100%-No Premier hotline queries received	100%	100%-No Premier Hotline queries related to WDM	100%	100%-No Premier Hotline queries related to WDM	100%	100%-No Premier Hotline queries related to WDM	Hotline Report	0%	None
4	Financial management and viability	To effectively manage finances and improve sustainability	Expenditure management	% Operating budget variance in terms of SDBIP	7%	10%	10%	3.21%-Training for councillors on executive	50%	45.06%-Caused by vacant post of the IGR Officer	10%	4.03% as per financial report	10%	4%	Operating expenditure Report	0%	None

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual	Target Quarter 2	Actual	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
								leadership									
5	Financial management and viability	To effectively manage finances and improve sustainability	Expenditure management	% Capital budget variance in terms of SDBIP	9%	10%	10%	-15%- Woman programme brought forward	100%	143%- Youth and HIV/AIDS programmes brought forward	10%	20% as per financial report	100%	14%- learning & sharing – New castle Municipality postponed the event which was scheduled for Quarter 4	SDBIP Expenditure Report	4%	Implement forward planning in the implementation of project
6	Financial management and viability	To effectively manage finances and improve sustainability	Expenditure management	% Tender specifications/ terms of reference ready for advertisement before the end of current financial year	New target	100%	Not applicable	0%- Specifications were ready by June 2013	N/A	N/A	N/A	N/A	100%	100%- Specifications for 2014/15 project are ready for implementation. Stated with implementation of Mandela Day on the 18 July 2014	Specifications and programmes for Executive office.	0	None
7	Good governance and public participation	To develop & implement integrated management & governance systems	Auditing	% AG Audit queries addressed	0%	100%	Not applicable	N/A - Audit outcome will be issued at the end of November 2013	N/A	N/A-No AG queries related to the department	60%	N/A-No AG queries related to the department	100%	N/A-No AG queries related to the department		0	None
8	Good governance	To develop &	Internal Audit	% Internal Audit	60%	100%	25%	100% - All	50%	25%- Awaiting	75%	Awaiting appointment	100%	100% 1/1 Query	Internal Audit	0%	None

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual	Target Quarter 2	Actual	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
	ence an public participation	implement integrated management & governance systems		queries addressed				internal Queries addressed		appointment of the IGR Officer (post advertised)		ment of the IGR officer.		resolved IGR officer appointed	Report		
9	Good governance and public participation	To develop & implement integrated management & governance systems	Risk Management	% Risks related to OEM addressed	90%	100%	25%	12.5%-1/2 risk addressed	50%	25%-Awaiting appointment of the IGR Officer (post advertised)	75%	0% no risks were identified related to the department	100%	0% no risks were identified related to the department	Risk Management Report	0%	None
10	Good governance and public participation	To develop & implement integrated management & governance systems	Governance	% Council resolutions implemented within time frame	90%	100%	100%	100%-2/2 council resolutions related to the department implemented	100%	100%-2 of 2 resolutions implemented	100%	5/5 resolutions resolved	100%	1/1 resolution resolved	Resolution Register	0%	None
11	Good governance and public participation	To develop & implement integrated management & governance systems	Governance	# of Portfolio Committees meetings convened	7	35	7	14 various portfolio committee meetings held as per schedule	14	14-All portfolio committee meetings held as per schedule	21	21/21 meetings for the quarter held	35	35/35 Meeting for the year were held	Attendance Registers	0%	None

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual	Target Quarter 2	Actual	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
12	Good governance and public participation	To develop & implement integrated management & governance systems	Governance	# of MPAC meetings held	4	4	1	0- Meeting postponed due to unavailability of members	2	2-MPAC met on the 22 October to discuss the Annual Report and 14 November for projects visit	3	3/3-third meeting held 18 March 2014	4	4/4 held to discuss district report to Province	Minutes and Reports	0	None
13	Good governance and public participation	To develop & implement integrated management & governance systems	Public participation	# of Community feedback meetings held	4	4	1	0-Batho pele postponed due to the visit by the Premier	2	2-PPP held on the 17 and Batho Pele Event on the 18 October	3	PPP held on the 21 February 2014 & hosted the provincial PPP on the 07 March 2014	4	4 th Executive Mayor engaged farming community on the 13 th April 2014 at Kroomdraai	Event Report	0	None
14	Good governance and public participation	To develop and implement integrated management and governance systems	Inter-governmental relations	% District Inter-governmental Relations Forum meeting resolutions implemented	80%	100%	100%	100%-1/1 resolution implemented	100%	IGR met on 7 November and 1 out of 1 resolutions implemented	100%	Meeting schedule for the 4 th march and postponed.	100%	Meeting postpone due to unavailability of Mayors	Letter to the MEC for non-attendance of meetings by stakeholders	0	N/A

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual	Target Quarter 2	Actual	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
15	Good governance	To develop and implement integrated management and governance systems	Governance	# of Ordinary Council meetings held	4	4	1	1/1- Meeting held 29 August 2013.	2	2/2- Meeting held on the 5 th December 2013	3	3/3 council meeting held to approve the Draft IDP/Budget/SDBIP	4	4/4 meeting held 29 May 2014 to Approve 14/15 IDP/Budget and SDBIP	Minutes, resolutions and attendance register	0	None
16	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Inter-governmental relations	# of Sharing & learning (Twinning) meetings held	2	2	Not applicable	N/A	1	New castle Municipality postponed the event which was scheduled for Quarter	N/A	Not applicable	2	1/2 meeting held with Task team members of Kgatleng District council to prepare JTC,JEC and sporting event	Minutes & attendance register	0	None
17	Good governance and public participation	To empower the community and instil sense of ownership of development	Community awareness	# of HIV/AIDS Committee meetings held	0	2	Not applicable	N/A	N/A	2- HIV/AIDS awareness campaigns held on the 17 October and 6 December 2013	1	Training for local council held in January	2	Technical committee meeting to prepare the operational plan Hosted SANAC meeting 15 th April 2014	Reports	0	None
18	Good governance and public participation	To develop and implement integrated management and governance	Disability Development	# of District disability desk meetings held	2	4	1	0- Meeting for 20 September postponed	2	4 3 Prep meetings held and	3	Disaster Desk meeting held on the 27 February	4	Workshop on the District Entrepreneurs network held on the 25 th June and	Event Report & attendance register	0	None

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual	Target Quarter 2	Actual	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
		e systems						ed to 04 October 2013		Disability Event held on the 29 November 2013		2014		committee members appointed			
19	Good governance and public participation	To develop and implement integrated management and governance systems	Gender Development	# of District gender desk meetings held	2	4	1	1- Woman Caucus held on the 28 August 2013 to discuss council agenda	2	1-Event on the 16 Days of Activism Against the abuse of women and children held on the 8 Dec. 2013	3	Woman Caucus rescheduled for the 11 April due to unavailability of members	4	3/4 meeting held the last meeting held 11 th April 2014	Invitations & agenda minutes & attendance register	0	None
20	Good governance and public participation	To develop and implement integrated management and governance systems	Governance	# of Community service surveys conducted	0	1	Not applicable	N/A	N/A	N/A	N/A	N/A	1	Still awaiting suggestion box to be procured by CSSS	None	1	Fastrack the procurement of suggestion box

N.B # means Number of and % means percentage of

Social Development & Community Services – Vote 007

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual Q1	Target Quarter 2	Actual Quarter 2	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
1	Basic Service Delivery	To coordinate and monitor infrastructure development for the provision and access to service	Project management	% of Rollover from the previous financial year completed	0%	100%	50%	30%-3/10 – insufficient budget which is now corrected , limited service providers, SP unable to perform & requested that the contract be cancelled & second SP appointed , project extension requested	100%	70%-7/10 roll over projects completed . The three remaining projects were re-advertised	N/A	2/3 project. Service provender asked for extensions. The last one no progress report.	N/A	80%-7/9 projects completed	Project status report	20%	To motivate for notice of breach of contract to AMM, to write the SP letter to respond within 10 days.
2	Basic Service Delivery	To coordinate and monitor infrastructure development for the provision and access to service	Project Management	% Projects management efficiency	90%	90%	90%	90% -All project are implemented without waste of time & money	90%	N/A	90%	3/29 -Except for 3 rollover projects all project are on track	90%	85%-of the project are underway	Project status report	5%	All projects are monitored on a weekly basis and underway/ doing well.
3	Basic service delivery	To coordinate and monitor infrastructure development for the provision and access to service	Fire Fighting/Disaster Management	% Building plans approved by local municipalities	100%	100%	100%	100%-42/42 received & attended to	100%	100%-8/8 building plans were approved	100%	0% no building plans for the quarter	100%	80% 4/6 Only 4 local municipalities managed to submit their quarterly reports, except Modimolle and Bela-	Register & copies of report	2%	Encourage the two local to submit the report as expected.

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual Q1	Target Quarter 2	Actual Quarter 2	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
														Bela.			
4	Basic delivery service	To coordinate and monitor infrastructure development for the provision and access to service	Disaster Management	# of Disaster Management Advisory Forum meetings held	4	4	1	1-Meeting held 19 September 2013	2	1- The 2 nd meeting was scheduled for 05 Dec 13 and the quorum was not constituted , it was postponed	3	3/3- the 3 rd was provincial JOC on 20/03/2014 at wit poort due to floods declaration	4	6/4 meeting held 14\03\2014,20\03\2014,10\04\2014,03\06\2014,06\06\2014,27\06\2014	Invitations agenda, Attendance register & Minutes	0	None
5	Basic service delivery	To coordinate and monitor infrastructure development for the provision and access to service	Disaster Management	# of Disaster Management Annual Report submitted within timeframe	1	1	Not applicable	N/A	N/A	N/A	N/A	Not applicable	1	Still at draft stage	Draft report	1	Fastrack the report to be approved by council as required.
6	Basic service delivery	To coordinate and monitor infrastructure development for the provision and access to service	Fire fighting	# of Fire fighting reports submitted by local municipalities	4	4	1	2/6- Lephalale & Bela-Bela local Municipality submitted.	2	5 fire fighting reports submitted by local municipalities	3	5/6 reports submitted by locals	4	4/6 Only 4 Municipality submitted the reports	Reports	2	Encourage all Local municipality to report on time
7	Basic service delivery	To preserve and protect natural resources and promote public health	Municipal Health	% Food outlets issued with certificate of compliance (for outlets that comply with set standards)	100%	100%	100%	100%-57/57 applications received & issued with certificate of compliance	100%	100%-49/49 applications received & issued with certificates of acceptability	100%	100% -43/43 - applications received & issued with certificates of acceptability	100%	100% 54/54 certificates issued	Copies of certificates of compliance attached	0%	None

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual Q1	Target Quarter 2	Actual Quarter 2	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
										ty							
8	Basic service delivery	To preserve and protect natural resources and promote public health	Municipal Health	# of Permitted municipal landfill sites monitored	8	8	2	13/13 monitoring inspections were done.	4	17 monitoring inspections were done	6	15/6 monitoring inspections were done	8	15\8 were monitoring and inspections	Copies of reports	0	None
9	Basic service delivery	To preserve and protect natural resources and promote public health	Municipal Health	% Water samples collected and analysed	100%	100%	100%	100%-36/36 samples collected were all analysed	100%	0%-No water samples taken because the budget is exhausted	100%	1 water samples taken due to budget exhaust.	100%	No water sample taken due to budget constraints	N/A	100%	make sufficient budget to implement monitoring of water
10	Basic service delivery	To preserve and protect natural resources and promote public health	Municipal Health	# of Health and hygiene awareness campaign initiated	150	152	38	30/38 sessions were held	76	45/75 health & hygiene sessions were held	114	60/114 planned health & hygiene sessions.	152	18\152 awareness were contacted	Attendance Register	134	Develop schedule and adhere to it.
11	Basic Service Delivery	To preserve and protect natural resources and promote public health	Air quality management	% of EIA attended to	0%	100%	Not applicable	N/A	N/A	5 submitted and attended to	100%	2 EIA reports submitted	100%	100% -6/5 EIA'S received and attended to	EIA'S reports	0	None
12	Basic Service Delivery	To preserve and protect natural resources and promote public health	Air quality management	Number of listed activities in terms of AQA inspected	0	20	Not applicable	N/A	N/A	3 listed activities in terms of AQA were inspected	10	3/10 were inspected	20	100 % 4/4-listed activities in terms of AQA were inspected	Copies of reports attached	0%	None
13	Basic Service Delivery	To preserve and protect natural resources and promote	Air quality management	Number of ambient air quality monitoring reports	0	6	Not applicable	N/A	N/A	3 monitoring reports submitted	3	3 monitoring reports submitted	6	4/6 Equipment breakdown monitored	Reports attached	0	None

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual Q1	Target Quarter 2	Actual Quarter 2	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
		public health		submitted													
14	Financial management and viability	To effectively manage finances and improve sustainability	Expenditure Management	% Operating budget variance in terms of SDBIP	9%	10%	10%	9.26%=(11.29% SDCS 15.36% Fire-fighting 1.15% Health)	10%	18% (16.29% SDCS 26.65% fire fighting 2.72% health)	10%	18%	10%	31% SDCS - due to Vacancy post of the Manager. 16% Health. 12% Disaster	Annexure B Financial report	21% - SDCS. 6% - Health . 2% - Disaster	Fast-track the appointment of the Manager
15	Financial management and viability	To effectively manage finances and improve viability	Expenditure management	% Capital budget variance in terms of SDBIP	10%	10%	10%	58.7%=(353 % Fire-fighting -18% Disaster(Fire -Fighting)	10%	54%=(96% SDCS 70% Disaster -4% health)	10%	74%	10%	69% - Social Services, Health & Disaster	Annexure D Financial report	59%	Implement forward planning in the implementation of projects
16	Financial management and viability	To effectively manage finances and improve sustainability	Supply chain management	% Projects specifications ready for advertisement before end of current financial year	New target	100%	Not applicable	N/A	N/A	Specifications are expected to be ready for advertisement in the 4 th quarter	N/A	Not applicable	100%	No new projects for 2014/15 due to financial constraints	None	-	-
17	Good governance and public participation	To develop and implement integrated management and governance systems	Auditing	% AG audit queries related to SCDS addressed	0%	100%	20%	Audit outcome will be received at the end of November 2013	40%	0%-No AG queries related to the department	60%	0%-No AG queries related to the department	100%	0%-No AG queries related to the department	None	-	-
18	Good governance and public participation	To develop and implement integrated management and governance systems	Internal Audit	% Internal Audit queries related to SCDS addressed	25%	100%	25%	0%-No Internal Audit Queries related to the department	50%	100%-No Internal Audit related to the Department	75%	0%-No Internal Audit related to the Department	100%	0%-No Internal Audit related to the Department	N/A	0%	None

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 13/14	Sep 2013		Dec 2013		Mar 2014		June 2014		Evidence	Variance	Remedial Action
							Target Quarter 1	Actual Q1	Target Quarter 2	Actual Quarter 2	Target Quarter 3	Actual Quarter 3	Target Quarter 4	Actual Quarter 4			
19	Good governance and public participation	To develop and implement integrated management and governance systems	Risk Management	% Risks related to SDCS addressed	25%	100%	25%	0%-No risks identified during Q1 that related to the department	50%	100%-No risks were identified related to the department	75%	0%-No risks were identified related to the department	100%	0%-No risks were identified related to the department	Risk register	0%	None
20	Good governance and public participation	To develop and implement integrated management and governance.	Governance	% Council resolutions related to SDCS implemented within timeframe	100%	100%	100%	100%-1/1 resolution resolved	100%	100% -No council resolution related to the department	100%	0%- no council resolutions for the quarter3 related to the department	100%	4/4 resolutions related to the department resolved	Resolution register	0%	None

N.B # means Number of and % means percentage of .

CAPITAL WORKS PLAN

From the 2013/14 IDP a total of **85** IDP projects was approved by Council in May 2013 of which only 58 of them were successfully completed for the year under review. The CAPEX was 61.48%

No.	Dept	Project name	2013/14 Budget	Adjustment Budget 2013/14	Target Capex	Actual Capex Expenditure	Variance	Evidence	Status
1	OMM	District Public Participation	R950 000	R950 000	100%	R670 542	R279 458	Project status report	The fourth Rep Forum held 23 May 2014 the project completed savings declared.
2	OMM	District Wide Audit System	-	R350 000	100%	R293 527	R56 473	Project status report	The system has been installed and is running, users have been taken for basic training and will go for champion training in August
	BTO	-	-	-	-	-	-	-	-
3	CSSS	Procurement of movable assets	R150 000	R650 000	100%	R330 314	R319 686	Project status report	The assets are procured as and when are requested by departments.
4	CSSS	Procurement of IT equipment	R275 541	R567 631	100%	R369 246	R198 385	Project status report	Procured IP Telephone System for Mokopane EHP Office. Procured laptops, wireless access points, AV licenses & switches.
5	CSSS	Fleet Management System	R1 800 000	R1 800 000	100%	R7 680	R 1 792 320	Project status report	Project transferred to Movable Assets in 14/15 due to budget constraints on appointing for full scope anticipated in this project.
6	CSSS	HRM and D Strategy	R400 000	R400 000	100%	R367 221	R32 779	Project status report	Project complete
7	CSSS	TASK(Job Evaluation System)	R150 000	R150 000	100%	R0	R150 000	Project status report	Delays in SALGA and Deloitte signing the national agreement - awaiting further instructions on how the procurement of the system is going to be made.
8	ID	Standby Diesel Generator	R 330 300	R512 626	100%	R512 625	R0	Project status report	Project complete
9	CSSS	WDM HO Lift	R245 000	R745 000	100%	R0	R745 000	Project status report	Service providers were on-site on 11/04/2014 for inspection of the lift before they can send quotations.
10	CSSS	CCTV Cameras	R454 459	R454 459	100%	R454 459	R0	Project status report	Project complete
11	PED	Coordination of district-wide LED	R 50 000	R 200 000	100%	R 45 780	R 154 220	Project status report	To be used in the 14/15 year for District Spatial Planning & Economic Development Summit to be held in October 2014.
12	PED	SMME Support	R300 000	R300 000	100%	R280 950	R19 050	Project status report	Project complete
	PED	Review of Tourism Strategy	R200 000	-	-	-	-	-	The project was combined with the Review of the LED strategy. Savings diverted to Mabatlane Beautification project.
13	PED	Development of Makapans Valley	R100 000	100 000	100%	R0	R100 000	Project status report	Awaiting finalisation of Terms of Reference from beneficiary municipality and Tourism Agency. To be presented to BSC end of May 2014.
14	PED	Waterberg Biosphere Meander	R100 000	R123 775	100%	R239 773	R-115 998	Project status report	Additional GRANT funding of R140 000 to augment the shortfall. Project in progress, the last quarter report with invoices to be submitted end of June 2014.

No.	Dept	Project name	2013/14 Budget	Adjustment Budget 2013/14	Target Capex	Actual Capex Expenditure	Variance	Evidence	Status
15	PED	Rural Tourism Development	R100 000	R100 000	100%	R0	R100 000	Project status report	Mogalakwena Municipality is the beneficiary of the funds for the development of Makapan Heritage Route. Finalizing Terms of reference with intended implementing agent. BSC to consider during first week of May 2014.
16	PED	Modimolle security camera	R50 000	R50 000	100%	R50 000	R0	Project status report	Project complete
17	PED	Local Tourism Association Support (UE38)	R50 000	R 100 000	100%	R32 254	R67 746	Project status report	Five CTA'S Functional. Resuscitation plan for Mookgophong CTA developed.
18	PED	Getaway Show (UE38)	R200 000	R200 000	100%	R136 461	R63 539	Project status report	Project completed
19	PED	Marula Festival activities (UE38)	R100 000	R100 000	100%	R15 000	R85 000	Project status report	Project completed
20	PED	Tourism Indaba (UE38)	R300 000	R 392 490	100%	R352 850	R39 640	Project status report	Project completed
21	PED	Tourism monthly activities (UE38)	R30 000	R 30 000	100%	R 23 015	R6 985	Project status report	Project completed
22	PED	Publication (UE38)	R100 000	R100 000	100%	R0	R100 000	Project status report	Service provider failed to comply with timeframes given. Order cancelled
	PED	Wildlife Expo	R 50 000	-	-	-	-	-	Project cancelled budget redirect to other projects
23	PED	Vaalwater Beautification	R 200 000	R873 000	100%	R636 542	R236 458		
24	PED	Arrive Alive Campaign	R15 000	R15 000	100%	R15 000	R0	Project status report	Project Completed during Easter weekend
25	PED	Lephalale Agricultural Corridor	R200 000	R200 000	100%	R177 344	R22 656	Project status report	Production inputs procured for LAC project in ABBORTSPOORT
26	PED	Agri Park Support	R300 000	R346 543	100%	R39 691	R306 852	Project status report	Offered technical support for emerging farmers to exhibit at Africa Big Seven exhibition
27	PED	Review DITP and CPTR	R150 000	R164 000	100%	R164 000	R0	Project status report	Final draft presented to Portfolio committee, awaiting council resolution.
28	PED	WEDA	-	R499 300	100%	R55 869	R443 432	Project status report	Currently in the process of re-register WEDA. Corporate Support Services handling the matter.
29	ID	Upgrading of Regorogile streets	R300 000	R2 375 123	100%	R2 370 339	R4 784	Project status report	Project complete

No.	Dept	Project name	2013/14 Budget	Adjustment Budget 2013/14	Target Capex	Actual Capex Expenditure	Variance	Evidence	Status
30	ID	Upgrading of Marapong Township Street phase	R850 000	R2 624 252	100%	R 1 207 476	R1 416 776	Project status report	The progress is still slow due to the damage caused by floods and additional funding has been requested to an able the contractor to complete the project. The progress is still 44%.
31	ID	Provision of VIP sanitation	R500 000	R1 401 652	100%	R1 401 652	R0	Project status report	Project complete
32	ID	Roads Management System	R1 571 000	R1 571 000	100%	R1 378 070	R192 930	Project status report	Project completed
33	ID	Mookgophong sewer connection	R1 800 000	R7 966 823	100%	R7 519 771	R447 052	Project status report	The project is at 84%
34	ID	Upgrade of Ga-Seleka Drop in Centre	-	R494 705	100%	R487 900	R6 805	Project status report	Project complete
	ID	Upgrading of sport facilities @ Lephalale & Mogalakwena	R500 000	-	100%	-	-	Project status report	Project cancelled by council during Adjustment budget adoption
35	ID	Completion of street in Mahwelereng (phase 2)	-	R83 791	100%	R0	R83 791	Project status report	Project complete
36	ES	District Public Participation	R900 000	R858 900	100%	R818 678	R40 222	Project status report	Project complete
37	ES	Communication-Newsletter	R250 000	R250 000	100%	R159 000	R91 000	Project status report	Multi-year project – Fourth edition in progress
38	ES	Production of diaries and calendars	R100 000	R100 000	100%	R76 340	R23 660	Project status report	Project complete
39	ES	Twinning agreement	R300 000	R300 000	100%	R44 115	R255 885	Project status report	Remaining amount will be rolled over to 2014/15 due to postponement of benchmarking.
40	ES	Mandela Day Celebration	R140 000	R140 000	100%	R139 239	R761	Project status report	Project complete
41	ES	Back to School campaign	R100 000	R100 000	100%	R99 776	R224	Project status report	Project complete
42	ES	Farmworkers Empowerment	R100 000	R100 000	100%	R98 920	R1 080	Project status report	Project complete
43	ES	Gender program(16 Days of Activism)	R100 000	R100 000	100%	R86 806	R13 194	Project status report	Project complete
44	ES	Senior Citizens Programme	R100 000	R100 000	100%	R96 810	R3 190	Project status report	Project complete

No.	Dept	Project name	2013/14 Budget	Adjustment Budget 2013/14	Target Capex	Actual Capex Expenditure	Variance	Evidence	Status
45	ES	Women Economic Summit	R120 000	R161 100	100%	153 584	R7 516	Project status report	Project complete
46	ES	Youth Development Programmes	R250 000	R250 000	100%	R249 758	R242	Project status report	Project complete
47	ES	People with Disability Programmes	R150 000	R150 000	100%	R148 800	R1 200	Project status report	Project complete
48	ES	HIV/AIDS Awareness Campaign	R150 000	R150 000	100%	R148 315	R1 685	Project status report	Project complete
49	ES	Heritage day Celebration	R180 000	R180 000	100%	R178 102	R1 898	Project status report	Project complete
50	ES	Traditional leadership development	R150 000	R300 000	100%	R244 841	R55 159	Project status report	The project is at 92% complete
51	ES	Women in sports	R100 000	R100 000	100%	R91 500	R8 500	Project status report	Project complete
52	ES	EM-Marathon	R75 000	R225 000	100%	R218 858	R6 142	Project status report	Project complete
53	ES	Coordination of moral regeneration	180 000	R180 000	100%	R177 549	R2 451	Project status report	Project complete
54	Health	Development of landfill site in Mookgophong	R1 650 000	R1 650 000	100%	R15 148	R1 634 853	Project status report	Project advertised on the 13/04/2014 and is closed on 3 May 2014. The BEC evaluated this project on the 21 May 2014 .
55	Health	Waste Management & Environment Lekgotla	R20 000	R50 000	100%	R15 000	R34 500	Project status report	Project completed
56	SDCS	Air quality Lekgotla	R50 000	R50 000	100%	R27 900	R22 100	Project status report	Project completed
57	SDCS	Air quality managements plans for LLM,TLM and Mog LM	R940 000	R940 000	100%	R670 876	R269 124	Project status report	Project completed
58	Disaster	Review of WDM Disaster Risk	R300 000	R300 000	100%	R13 963	R286 037	Project status report	This project was adjudicated by the BAC on 16 May 2014 and the Professional Service Provider, DMS was appointed and the SLA was

No.	Dept	Project name	2013/14 Budget	Adjustment Budget 2013/14	Target Capex	Actual Capex Expenditure	Variance	Evidence	Status
		Management Plan & Framework							signed-off on 09 July 2014 during the kick-off meeting. The project will start on 09 July 2014 until 09 October 2014 (i.e. 03 months).
59	Disaster	Ground monitors- (All locals)	R180 000	R178 903	100%	R176 400	R2 503	Project status report	Project completed
60	Disaster	MDC- 4x2 Mobile Command Unit	R700 000	R811 263	100%	R811 263	R0	Project status report	Project completed
61	Disaster	LDC- 4x4 Major Urban Rescue Pumper &Equipment	R1 445 000	R1 459 286	100%	R0	R1 459 286	Project status report	SP requested an extension to 29 April 2014, the inspection was conducted on the 28/02/2014 and the water pump was not yet in the country to be fixed to the superstructure and the truck was also not available.
62	Disaster	Bela-Bela- 4x2 Double Cab RIV fully equipped	R700 000	R704 000	100%	R704 000	R0	Project status report	Project completed
63	Disaster	LDC-1x set of Rescue equipment (extrication Unit)TNT Rescue equipment	R200 000	R180 000	100%	R174 394	R5 606	Project status report	Project completed
64	Disaster	LDC - 1 x 1000 KPA / 100 bar skid units	R100 000	R108 500	100%	R0	R108 500	Project status report	SP has been appointed, order issued on 01/04/2014 and sent to the SP on the 08/04/2014. SP will be mounting the skid unit on the bakkie on 11/07/2014.
65	Disaster	Mookgopong- 2x 1000 KPA / 100 bar Skid Units	R195 000	R195 000	100%	R174 300	R20 700	Project status report	Project completed
66	Disaster	Mookgophong F/F equipment	R35 000	R35 000	100%	R25 375	R9 625	Project status report	Project completed
67	Disaster	Thabazimbi- Equipped 24 hours operating room / mobile house - radio room / control room	R170 000	R170 000	100%	R0	R170 000	Project status report	SP has been recommended but he delays in submitting the Data Base forms to allow us to continue with the process. Order sent to SP on the 13/06/2014, in progress.
68	Disaster	Lephalale R/of Iveco fire track (Thabazimbi- Renault Fire Truck- rebuild of engine)	R200 000	R200 000	100%	-	R200 000	-	Service provider appointed, 90% complete
69	Disaster	Mogalakwena - 1	R30 000	R21 990	100%	R21 990	R0	Project status	Project completed

No.	Dept	Project name	2013/14 Budget	Adjustment Budget 2013/14	Target Capex	Actual Capex Expenditure	Variance	Evidence	Status
		x PPV Fan						report	
70	Disaster	Mogalakwena - 1 x 1000 KPA / 100 bar skid units (ultra high-pressure pumps)	R100 000	R100 000	100%	R87 150	R12 850	Project status report	Project completed
	Disaster	Mogalakwena refurbishment of FMC Fire Engine	R100 000	-	-	-	-	-	Removed
71	Disaster	Mogalakwena - 1 x communication / alarm system/voice logger.	150 000	R156 114	100%	R0	R156 114	Project status report	The project was advertised on 28 June 2013 and closed on 09 July, none of the bidders qualified and it was re-advertised on the 30 August and closed on 10 September 2013.
72	Disaster	Mookgophong medium bush pump & equipment	R646 000	R645 020	100%	R645 020	R0	Project status report	Project completed
73	Disaster	2-way radio communication facilities for MDC	R83 000	R83 000	100%	R0	R83 000	Project status report	BSC approved detailed Specifications and it was advertised on the WDM Notice Board on 10 Feb. 2014 and it was closed on 20 Feb. 2014 without any single bidder. Planning with SCMU to go for limited bidding by personally/directly submitting our Specs to the specialist's professional service providers within the Waterberg District. The project planning with SCMU underway as we are considering additional 2014/15 budget.
74	Disaster	Construction of fencing on the remainder of 1.2HA land donated	R280 000	R280 000	100%	R15 360	R264 640	Project status report	The project is now at BEC level and under the Department of ID as SDCS is only the beneficiary in this regard, however we are monitoring and evaluation progress.
75	Health	Development of Bela Bela Landfill Site	-	R265 000	100%	R260 250	R4 750	Project Status Report	Project completed
76	SDCS	Air Quality Monitoring Equipment	-	R858 000	100%	R542 650	R315 350	Project Status Report	Project completed
77	Disaster	Disaster Risk Management Promotional Signage	-	R866 152	100%	-	R866 152	Project Status Report	Specification redone and project re-advertised
78	Disaster	Lephalale Equipment	-	R197 835	100%	R196 505	R1 330	Project Status Report	Project completed
79	Disaster	LDC Major Heavy Duty	-	R3 000 000	100%	-	R3 000 000	Project Status Report	Service provider appointed, but contract breach occurred

No.	Dept	Project name	2013/14 Budget	Adjustment Budget 2013/14	Target Capex	Actual Capex Expenditure	Variance	Evidence	Status
		Pumper							
80	Disaster	Modimolle – Refurbishment of Iveco Truck	-	R15 051	100%	R15 051	-	Project Status Report	Project completed
81	CSSS	District Wide VPN Network	-	R166 459	100%	R101 019	R65 440	Project Status Report	Project completed
82	CSSS	District Wide IT Equipment for VOIP Communication	-	R323 705	100%	R322 903	R802	Project Status Report	Project completed
83	PED	WDM Spatial Development Framework Review	-	R276 316	100%	R276 316	-	Project Status Report	Project completed
84	PED	CBD Development Plan Lephalale	-	R128 920	100%	R128 950	-	Project Status Report	Project completed
85	ES	District Sport Development	-	R219 500	100%	R175 178	R44 322	Project Status Report	Project completed

External Service Providers

WDM has entered into service delivery agreements with local municipalities with regard to Disaster Management services and fire fighting services. Annexure I is attached

Municipality/ service provider performance schedule							
Name of municipality	Type of service	Strategic objectives	Performance indicator	2012/13 Actual baseline	2013/14		Variance
					Target	Actual	
Bela-Bela	Firefighting	To coordinate and monitor infrastructure development for the provision and access to service	# of firefighting reports submitted by local municipality	3	4	1	3
Lephalale	Firefighting	To coordinate and monitor infrastructure development for the provision and access to service	# of firefighting reports submitted plans approved by local municipalities	4	4	4	0
Modimolle	Firefighting	To coordinate and monitor infrastructure development for the provision and access to service	#of firefighting reports submitted by local municipalities	3	4	1	3
Mogalakwena	Firefighting	To	#of firefighting	4	4	3	1

Municipality/ service provider performance schedule							
Name of municipality	Type of service	Strategic objectives	Performance indicator	2012/13 Actual baseline	2013/14		Variance
					Target	Actual	
		coordinate and monitor infrastructure development for the provision and access to service	reports submitted by local municipalities				
Mookgophong	Firefighting	To coordinate and monitor infrastructure development for the provision and access to service	# of firefighting reports submitted by local municipalities	3	4	3	1
Thabazimbi	Firefighting	To coordinate and monitor infrastructure development for the provision and access to service	# of firefighting reports submitted by local municipalities	4	4	4	0

N.B # means Number of and % means percentage of

4 Chapter 4

4.1 Component A –introduction to the Municipal Personnel

4.1.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Waterberg District Municipal has a staff component of 129 of which 57 are females employees whose responsibility is to implement its Integrated Development Plan. The attempt to develop an organisational development strategy was meant to improve the effectiveness and efficiency of the municipality. More emphasis should place on forward planning and project management skills. The Human Resources Division provides all the HR functions to all employees within the organisation.

Number of positions for 2013/14 as at 30 June 2014								
	Department	Management	Technical	Labour	Support	Total	Vacant	% of vacant positions
1	Budget and Treasury Office	4	-	-	9	14	1	7,1
2	Office of Municipal Manager	3	2	0	4	9	0	0,0
3	Corporate Support and Shared Services	3	2	7	10	22	0	0.0
4	Planning and Economic Development	4	-	18	5	27	2	7.4
5	Infrastructure Development	2	1	-	1	4	0	0.0
6	Executive Support	4	-	-	8	13	2	7.7
7.	Social and Community Services	3	-	-	39	42	2	4.8
		23	5	25	76	129	7	5.2

In general 95% of vacant and budgeted positions were filled at the end of the financial year,

4.2 Component B-Managing the Municipal Workforce

Employees as important assets of the municipality should be managed well and Senior Managers have a responsibility to motivate ,guide and discipline other employees in order to implement the IDP successfully. Senior managers provide strategic leadership whilst divisional managers should supervise other employees and ensure there is operational efficiency. Training and development and reviewing and developing new policies are critical in improving the manner in which the staff is managed.

Employees					
Description	2012/13	2013/14			
	Employees	Approved Posts	Employees	Variance	Variance
	No.	No.	No.	No.	%
Water	-	-	-	-	-
Waste Water (Sanitation)	-	-	-	-	-
Electricity	-	-	-	-	-
Waste Management	-	-	-	-	-
Housing	-	-	-	-	-
Waste Water (Stormwater Drainage)	-	-	-	-	-
Roads	-	-	-	-	-
Transport	-	-	-	-	-
Planning	1	1	1	0	0%
Local Economic Development	4	6	4	2	
Planning (Strategic & Regulatory)	4	4	4	0	-
Local Economic Development					
Infrastructure services	4	4	4	0	0%
Environmental Protection	1	1	1	0	
Municipal Health	76	76	74	2	
Security and Safety	-	-	-	-	-
Sport and Recreation	1	1			
Corporate Policy Offices and Other	22	22	0	0	0%
Totals	129	129	136	7	95

Vacancy Rate 2013/14				
Designations	*Total Approved Posts	*Variances (Total time that vacancies exist using fulltime equivalents)	*Variances (as a proportion of total posts in each category)	
	No.	No.	%	
Municipal Manager	1	0	0	
CFO	1	1	0	
Other S57 Managers (excluding Finance Posts)	5	4	20	
Other S57 Managers (Finance posts)	-	-	-	
Municipal Police	-	-	-	
Fire fighters	2	1	-	
Divisional management: Levels 3 Posts)	14	1	93	
Senior Officials Levels 4-5 posts	12	0	0	
Officers Level 6-8 posts)	76	3	4	
Officers Levels 9- 15 (Finance posts)	27	0	0	
Total	136	7	5.1	
Note: *For posts which are established and funded in the approved budget or adjustments budget (where changes in employee provision have been made). Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.				
Turn-over Rate				

Details	Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-over Rate*
	No.	No.	
2011/12	31	5	
2012/13	12	10	
2013/14	22	5	3.9
* Divide the number of employees who have left the organisation within a year, by total number of employees who occupied posts at the beginning of the year			

The vacancy turnover rate of 5% is normal and since the Acting Managers sign performance until such time that positions are filled them to strive towards achieving the targets of the organisation.

COMMENT ON WORKFORCE POLICY DEVELOPMENT:

The Training and Development was reviewed and implemented by the Human Resources Division in line with the Workplace Skills Plan.

4.2.1 INJURIES, SICKNESS AND SUSPENSIONS

Number and Cost of Injuries on Duty							
Type of injury	Injury Taken	Leave	Employees using injury leave	Average injury leave taken per employee	Average Injury per employee	Total Estimated Cost	
	Days		No.	%	Days	R'000	
Required basic medical attention only	7		3				
Temporary total disablement	-		-			R1 226.60	

Permanent disablement	-	-				
Fatal	-	-				
Total	7	3				
Number of days and Cost of Sick Leave (excluding injuries on duty)						
Salary band	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees	Estimated cost
	Days	%	No.	No.	Days	R' 000
Lower skilled (Levels 11-15)						
Skilled (Levels 10)	915			35	26.1	
Highly skilled production (levels 8- 10)	206			40	6.0	
Officers (levels 4-6)	243			34	7.3	
Divisional management (Levels 3)	90		12	13	6.9	
MM and S57	18		5	7	2.5	
Total	1 472			129	11.4	
* - Number of employees in post at the beginning of the year						
*Average calculated by taking sick leave in column 2 divided by total employees in column 5						

4.2.2 POLICIES

For the period under review at least 13 were reviewed and approved by Council

HR Policies and Plans				
	Name of Policy	Completed	Reviewed	Date adopted by council or comment on failure to adopt
		%	%	
1	Employment Equity	100%		
2	Attraction and Retention(Recruitment)	100%		
3	Code of Conduct for employees	100%		
4	Delegations, Authorisation & Responsibility	100%		
5	Disciplinary Code and Procedures	100%		

6	Essential Services			
7	Employee Assistance / Wellness			
8	Employment Equity	100%		
9	Exit Management	100%		
10	Grievance Procedures	100%		
11	HIV/Aids	100%		
12	Human Resource and Development	100%		
13	Information Technology	100%		
14	Job Evaluation			
15	Leave	100%		
16	Occupational Health and Safety	100%		
17	Official Housing			
18	Official Journeys			
19	Official transport to attend Funerals			
20	Official Working Hours and Overtime			
21	Organisational Rights	100%		
22	Payroll Deductions			
23	Performance Management and Development	100%	100%	
24	Recruitment, Selection and Appointments			
25	Remuneration Scales and Allowances			
26	Resettlement			
27	Sexual Harassment	100%		
28	Skills Development			
29	Smoking			
30	Special Skills			
31	Work Organisation			
32	Uniforms and Protective Clothing	10%		
33	Integrated Reward Policy			
Use name of local policies if different from above and at any other HR policies not listed.				

The HR system is able to keep a record of all employees and a monthly basis a reconciliation is made. There no serious abuses of sick leave since it is also managed in terms of the Collective Agreement. In terms of the nature of services which the municipal services rendered there no fatalities even in fire-fighting and disaster management services

Number and Period of Suspensions				
Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	Date Finalised
Divisional Manager	Insubordination and dishonesty	9 May 2012	Dismissal	01 November 2012
Disciplinary Action Taken on Cases of Financial Misconduct				
Position	Nature of Alleged Misconduct and Rand value of any loss to the municipality	Disciplinary action taken	Date Finalised	
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-

4.3 Component C-Capacitating the Municipal Workforce

In general all employees are given the opportunity to improve their knowledge and skills on the tasks they are required to perform in terms of their job descriptions. The skills audit conducted by the HRD Officer goes a long in trying to align training with the Integrated Development Plan. The municipality has initiated a project on Organisational Development and Return on Investment Strategies which be completed in new financial year. HRD is initiating a tool which will measure return on investment more seriously.

4.3.1 Skills Development and Training as at 30 June 2014

Management Level	G	Employee On 30/06/13	Learnership	Skills Programme And other short courses	Others forms of training	Total						
			Actual 2012/13	Actual 2013/14	Target	Actual 2012/13	Actual 2013/14	Target 2013	Actual 2012	Actual 2013	Actual 2014	
MM and S57	M	1	-	1	-	2	-	1	1	-	-	1
	F	3	-	1	-	4	3	3	-	-	-	4
Councillor, DMs and SOs	M	6	-	-	-	2	6	8	-	-	-	6
	F	6	-	-	-	1	6	6	-	-	-	6

Technicians and Associate professionals	M	1	-	-	-	4	1	3	-	-	-	1
	F	2		2	-	3	-	2	-	-	-	4
Associate Professionals	M	1	-	-	-	3	1	4	-	-	-	1
	F	3	-	-	-	5	3	4	-	-	-	3
Professionals	M	4	-	-	-	9	4	4	-	-	-	4
	F	5	-	-	-	10	5	5	-	-	-	5
Unskilled	M	4	-	2	-	19	2	2	-	-	-	4
	F	2	-	1	-	15	1	2	-	-	-	3
Subtotal	M	17	-	3	-	39	14	2	-	-	-	17
	F	21	-	4	-	39	18	3	-	-	-	25
Total		38	-	7	-	78	32	5	-	-	-	42

4.4 Component D-Managing the Workforce Expenditure

4.4.1. Skills Development: Expenditure

Management Level	G	Employee as at 30/06/14	Learnship		Skills Development		Other forms		Total
MM and S5&			Original budget	Actual budget	Original Budget	Actual budget	Original budget	Actual budget	
	M	1	R 46 800	R 46 800	-	-	-	-	R 46 800
	F	2	-	-	-	-	-	-	
Councillors	M	6	R 21 600	R21 600	R 30 555	-	-	-	R52 155
	F	6	R 56 600	R56 600	R 24 440	-	-	-	R81 040
DMs and SOs	M	1	-	-	-	-	-	R 4 309	R 4 309
	F	2	R 80 606	R 80 606	-	-	-	-	R 80 606
Technicians and Associate professionals	M	1	-	-	R 7 980	-	-	-	R 7 980
	F	3	-	-	R 42 875	-	-	-	R 42 875
Professionals	M	4	-	-	R 43 350	-	-	R 4 309	R 47 659
	F	5	-	-	R 74 045	-	-	-	R 74 045
Unskilled	M	4	R 137 212	-	R 7 980	-	-	-	R 145 192
	F	2	R 46 000	-	R 4 700	-	-	-	
Subtotals	M	17				-	-	-	
	F	25				-	-	-	
Totals		42	R 347 418	R 205 606	235 705			R 8 618.40	R582 661

4.8. Finance Skills Development Competency Progress Report

Description	A Total # of officials employed	B Total # of employees(Entity)	Consolidation Of A& B	Consolidated competency assessments completed by A+B	Consolidated total # of officials whose performance agreements comply with regulations	Consolidated Total# of officials who meet the prescribed competency level
Finance officials	14	0	14	2	1	4
Accounting Officer	1	0	1	1	1	1
Chief Financial Officer	1	0	1	0	1	0
Senior Managers	5	0	5	2	5	2
Divisional Managers	2	0	2	0	0	2
Other officials	1	0	1	0	0	0
Heads of Supply Chain Management Unit	1	0	1	0	0	0
Total	25	0	25	5	8	8

COMPONENT A

STATEMENTS OF FINANCIAL PERFORMANCE ENDED 30 JUNE 2014

5.1 STATEMENTS OF FINANCIAL PERFORMANCE

Financial summary						
Description	2012/13 Actual	2013/14			2013/14 Variance to actual (%)	
Financial Performance		Original budget	Adjusted budget	Actual	Original budget	Adjustments budget
	R	R	R	R	%	%
Services charges	718 952	729	1 368	1671	229	122
Interest earned-external investment	6 176 945	6 020	6 020	6 117	102	102
Interest earned –outstanding debtors	112 122	3	3	0	1	1
receivables	93 442 364	-	-	-	-	-
Government and other organs	-	-	-	--	-	-
Public contributions and donations	22 540	-	-	-	-	-
Gain on disposal of assets	-(1 757 257)	-	-	-	-	-
Reversal on impairment loss on assets	73 027	-	-	-	-	-
Bad debts recovered		-	-			

Other income	1 116 026	43	43	2044	4753	4753
Total revenue	101 661 976	106 310	109 840	111 180	105	101
	R	R	R	R	%	%
Employee costs	(49 139 594)	62 539	60 719	58 604	94	97
Remuneration of councillors	(5 472 702)	5 879	5 879	(5 992)	102	102
Post- retirement – health care expenditure	(1 419 505)	2 024 000	2 024 000	(4 219 016)	29.8	29.8
Long service award	(311 595)	2 389 000	2 219 000	(550 810)	87	86
Provision for bad debts	-	324 000	324 000	-	-	-
Depreciation and amortization	(5 889 729)	7 397 000	8 447 000	(6 004 978)	0.4	12.8
Impairment of assets	(1 757 273)	-	-	-	-	-
Repairs and maintenance	(859 979)	1 084 000	1 169 000	1 468 498	20.6	10.05
Contracted services	(12 759 915)	13 224 000	13 555 000	13 714 443	3.5	5.8
General expenses	(16 040 441)	18 864 000	19 948 000	17 061 101	14.9	19.5
Project expenditure	(24 213 319)	37 357 117	58 583 832	23 345 463	35.1	58.6
Loss on asset disposal	(527 892)	325 000	625 000	59 411	65.4	15.5

Total expenditure	116 634 662	131 905 000	140 689 000	126 249 904	9.1	14.8
Surplus(Deficit)	(16 729 959)	(22 035 000)	(43 384 000)	15 069 413	17.3	58.0
Capital expenditure & funds sources	R	R	R		%	%
Transfers recognized- capital	-	-	-		-	-
Public contributions and donations	-	-	-		-	-
Borrowing	-	-	-		-	-
Internally generated funds	101 661 976	6 729	6 309		1370.8	403.0
Financial position	R	R	R	R	%	%
Total current assets	109 918 822	61 887 000	72 343 000	96 233 225	77.6	51.9
Total non-current assets	61 413 584	67 777 000	70 473 000	63 956 900	13.6	16.9
Total current liabilities	11 532 155	10 348 000	9 023 000	11 956 238	11.4	27.8
Total non-current liabilities	13 838 419	14 314 000	14 314 000	17 341 468	3.3	3.3
Cash flows	R	R	R		%	%
Net cash used operating activities	5 835 819	13 466 000	28 698 000	6 603 024	56.6	79.6
Net cash flows from investing activities	(7 918 863)	6 812 000	20 209 000	14 945 684	16.2	60.8

Net cash from financing activities	-	-	-		-	-
Cash/cash equivalents at year end	(13 754 682)	58 220 000	69 119 000	21 548 708	157.5	80.0
Cash backing/surplus reconciliation	R	R	R		0%	0%
Cash and investment available	(13 754 682)	58 220 000	69 119 000	21 548 708	157.5	80.0
Application of cash and investments	7 918 863	18 776 000	7 704 000		57.8	2.7
Balance-surplus(shortfall)	83 984 800	39 444 000	61 415 000		112.9	36.7
Asset Management	R	R	R		0%	0%
Asset register (WDV) summary	8 338 550	67 748 000	70 396 000		87.6	88.1
Depreciation and asset impairment	7 364 661	7 397 000	8 447 000		0.4	12.8
Renewal of existing assets	-	-	1 325 000		-	-
Repairs and maintenance	(859 979)	1 084 000	1 169 000		20.6	26.4

Free services						
Cost of free basis services provided	-	-	-		-	-
Revenue cost of free services provided	-	-	-		-	-
No of households below minimum service level	-	-	-		-	-
Water	-	-	-		-	-
Sanitation/ sewerage	-	-	-		-	-
Energy	-	-	-		-	-
Refuse	-	-	-		-	-

5.2 GRANTS

Grant Performance

Description	2012/13	2013/14			2013/14 Variance %	
	Actual	Original budget	Adjustments budget	Actual expenditure	Original Budget	Adjustment Budget
Operational transfers and grants	R	R	R	R	%	%
National Government	R	R	R	R	%	%
Equitable share	90 530 000	999 420	90 530 000		0	0
Municipal Systems Improvement	762 963	1 000 000	1 250 000		23.7	38.9
EPWP incentive	229 000					

Finance Management	1 166 665	1 000 000 1 250 000	1 170 000 1 250 000		77.1 6.6	80.4 6.6
Provincial Government						
Health	-	8 772 000	-		-	-
LEDET	100 000	-	100 000			
LGSETA	215 188	200 000	200 000		7.5	7.5
Wildlife centre	267 548	-	-		-	-
Other grant providers	-					
Total operating transfers	93 442 364	102 752 000	94 250 000		9.0	0.85

5.3 ASSET MANAGEMENT

The Municipal Council has adopted an Asset Management Policy in 2009 which policy is reviewable every year to accommodate the necessary changes.

TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED IN 2013/14

Asset 1

Name of asset	Specialised vehicles
Description	Purchase of fire fighting vehicles
Asset type	Vehicle
Key Staff involved	Fire fighting & Disaster management staff
Staff responsible	Fire fighting officers & Disaster management officers
Key Issues	Budget on high rise engine was insufficient, scope had to be adjusted which led to delays in procurement.

Asset value	2011/12	2012/13	2013/14	2014/15	2015/16	
R1 085 879						

Capital implications	Equipment has to be repaired and maintained on constant basis
Future purpose of the asset	Using by the community

Key issues	Operating at a loss
Policy in place to manage asset	Yes- Debtors and creditors policy in place.

Asset 2

Name of asset	Specialised vehicle
Description	Fire engine tracks
Asset type	Equipment
Key Staff involved	Senior Administration Officer and SCM Officer
Staff responsible	Senior Administrative Officer
Key Issues	

Asset value	2011/12	2012/13	2013/14	2014/15	2015/16	
5 962 050						

Capital implications	
Future purpose of the asset	Fire and disaster management
Key issues	
Policy in place to manage asset	

Asset 3

Name of asset	Donated Land
Description	Land on which Lephalale Disaster Management is built
Asset type	Property
Key Staff involved	Disaster Management Officer
Staff responsible	Fire Prevention Officer
Key Issues	

Asset value	2011/12	2012/13	2013/14	2014/15	2015/16	
		200 000				

Capital implications	The land will appreciate
----------------------	--------------------------

Future purpose of the asset	Extension of disaster management centre
Key issues	None
Policy in place to manage asset	Yes

Repairs and maintenance expenditure for 2013/14

Repairs and maintenance expenditure	Original budget	Adjustments budget	Actual	Variance
	R 1 468 500	1 184 394	R 1 468 500	27%

5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

Ratio	Basis of calculation	2011/12	2012/13	2013/14
Liquidity current ratio	Current assets/current liabilities	11,48%	8.3%	
Cost Coverage	Available cash + investments/ Monthly fixed operations	12.5%	7.1%	
Service debtors to revenue	Total outstanding service debtors/annual revenue for services	299.7%	429.9%	
Debt coverage	Total operating-operating grants/ debt service payment due within financial year	1.30%	1.2%	
Capital charges to operating	Interest and principal paid/operating expenditure	0%	0.0%	
Employee costs	Employee costs/ Total revenue-capital revenue	35,8%	51.9%	
Solvability	Total assets/total liabilities	7,79	6.25	

COMPONENT B

SPENDING AGAINST CAPITAL BUDGET

5.5 CAPITAL EXPENDITURE

	% of expenditure budget	Original budget R	Adjustments Budget R	Actual Budget R
Capital expenditure on IDP		R 6 729 000	R 13 037 566	R 7 022 675
Operating expenditure on IDP		R 15 821 000	R 33 277 620	R 23 345 463
Total expenditure	100%	R 22 550 000	R 46 315 186	R 30 368 138

5.6 SOURCES OF FINANCE

Details	2012/13Actual	2013/14 Original budget	2013/14 Adjustments budget	2013/14 Actual	Variance in %
1.External loans	-	-	-	-	-
2.Public contribution and donations		-	-	-	-
3.Grants and subsidies		R 22 550 000	R 46 315 186	R 30 368 138	8.2%
4. Other	-	-	-	-	-
Total	-	-	-	-	-
Entity	-	-	-	-	-
1.External loans	-	-	-	-	-
2.Public contribution and donations	-	-	-	-	-
3.Grants and subsidies	-	-	-	-	-

4.Other	-	-	-	-	-
Total	-	-	-	-	-

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

2013/14				Variance current year	
Name of project	Original budget	Adjustments budget	Actual expenditure	Original budget %	Adjustments budget %
A	1 8000 000	7 966 823	7 519 771	0%	0%
B	850 000	2 624 252	1 207 476	%	0%
C	300 000	2 375 123	2 370 339	%	%
D	1 650 000	1 650 000	15 148	0%	0%
E	1 571 000	1 571 000	1 378 070	0%	0%

Name of project - A

Objective of the project- Mookgopong Township Sewer Connection

Delays: project completed

Future challenges: Funding

Anticipates citizen benefits: access to sanitation services

Name of project - B

Objective of the project- upgrading of streets in Marapong township

Delays- project delays due to damage caused by the floods.

Future challenges: Additional funding

Name of project - C

Objective of the project- upgrade of streets Regorogile Township

Delays- None

Future challenges: Funds

Anticipates citizen benefits: access to well –Maintained internal roads

Name of project - D

Objective of the project; Development of Landfill Site, Mookgopong Mun.

Delays-None

Future challenges-

Anticipates citizen benefits-full access to water as a basic service

Name of project - E

Objective of the project-Road asset Management System

Delays- none

Future challenges: None

Anticipates citizen benefits: enhance quality services.

5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW**Households**

Type of service	Service above minimum standards		Service below minimum standards	
	No of HHs	% of HHs	No of HHs	% of HHs
Water	Not applicable	Not applicable	Not applicable	Not applicable
Electricity	Not applicable	Not applicable	Not applicable	Not applicable
Sanitation	Not applicable	Not applicable	Not applicable	Not applicable
Refuse removal	Not applicable	Not applicable	Not applicable	Not applicable

COMPONENT C

CASH FLOW MANAGEMENT AND INVESTMENTS

5.9 CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2014

The importance of cash management lies in the fact that the municipality will have cash available to enable it to meet its obligations. It also enables the municipality to have a cash backed budget which is more about having the money in the bank rather than the cash which is expected to be collected from the debtors.

	2013/14	2012/13
	R	R
CASH FLOW FROM OPERATING ACTIVITIES		
Cash receipts :		
Sales of goods and services	1 783 886	820 084
Grants	100 364 993	94 170 188
Interest received	6 116 955	6 289 067
Other receipts	34718	1 093 209
Payments		
Employee costs	(59 339 859)	(54 332 297)
Suppliers	(12 237 892)	(14 010 757)
Project expenditure	(13 499 065)	(24 853 067)
Fire fighting expenditure	(1 422 782)	(13 724 375)
Vat	(5 006 874)	3 072 584
Other payments		(4 360 455)

Net cash flows from operating activities	(6 603 024)	(5 835 819)
CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment	(6 971 680)	(8 338 550)
Purchase of intangible assets	(32 996)	(11 550)
Proceeds on sale property, plant and equipment	10 906	279 788
Proceeds from recovery of investments		13 367
Decrease/increase in held to maturity investments	(7 931 914)	(138 082)
Increase /decrease in long terms receivables	(20 000)	-
Net cash flows from investing activities	(14 945 684)	(7 918 863)
Net increase in net cash and cash equivalents	(21 548 708)	(13 754 682)
Net cash and cash equivalents at beginning of year	(83 894 800)	(97 739 482)
Net cash and cash equivalents at end of year	62 436 092	83 984 800

5.10 BORROWING AND INVESTMENTS

Actual Borrowings

Instrument	2011/12	2012/13	2013/14
Municipality			
Long term loan (Annuity/ reducing balance)	-	-	-
Long term annuity(Non annuity)	-	-	-
Local registered stock	-	-	-
Instalment credit	-	-	-
Finance leases	-	-	-
PPP liabilities	-	-	-
Finance granted by gap equipment supplier	-	-	-
Marketable bonds	-	-	-
Non marketable bonds	-	-	-
Bankers acceptances	-	-	-
Financial derivatives	-		
Other securities			
Municipal entity			
Long term loan (Annuity)	-	-	-
Long term(Non annuity)	-	-	-
Local registered stock	-	-	-
Instalment credit	-	-	-
Financial leases	-	-	-
PPP liabilities	-	-	-
Finance granted by cap equipment supplier	-	-	-
Marketable bonds	-	-	-
Non-marketable bonds	-	-	-
Bankers acceptances	-	-	-
Financial derivatives	-	-	-
Other securities	-	-	-

Entities total	-	-	-
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Municipal and entity investments

	2011/12 Actual	2012/13 Actual	2013/14 Actual
Securities- National Government	-	-	-
Listed	-	-	-
Deposits	-	-	-
Deposit- Public Investment Commission	-	-	=
Bank acceptance certificates	-	-	-
Negotiable certificates	-	-	-
Other	-	-	-

5.11 PUBLIC PRIVATE PARTNERSHIPS

For the period under review Waterberg District Municipality did not enter into any partnership agreement.

COMPONENT D

OTHER FINANCIAL MATTERS

5.12 SUPPLY CHAIN MANAGEMENT

The municipality has established a functional Supply Chain Management Unit which is implementing the SMC regulations and policy without fear or favour. The unit has at least 5 officials who have not yet meet the National Treasury Competency Agreements.

The municipality is implementing a 3 committee bid system of which no councillors are allowed to sit on. The committee members have been vetted. The Auditor General has not raise any serious queries about the functionality of the Supply Chain Management Unit under the leadership of the Chief Financial Officer.

5.13 GRAP COMPLIANCE

Waterberg District Municipality has converted to General Recognised Acceptance Principles. At least more than 30 GRAP standards are used to prepare the Annual Financial Statements. The Asset Register is also GRAP compliant.

COMPONENT A

AUDITOR-GENERAL OPINION 2011/12

6.2 AUDITOR GENERAL REPORT 2011/12

REPORT OF THE AUDITOR-GENERAL TO THE LIMPOPO PROVINCIAL LEGISLATURE AND THE COUNCIL ON THE WATERBERG DISTRICT MUNICIPALITY

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the financial statements of the Waterberg District Municipality set out on pages XXX to XXX, which comprise the statement of financial position as at 30 June 2012, the statement of financial performance, statement of changes in net assets and the cash flow statement for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP), the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2011 (Act No. 06 of 2011) (DoRA) and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the *General Notice* issued in terms thereof and International Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether

due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Waterberg District Municipality as at 30 June 2012, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP), the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2011 (Act No. 06 of 2011) (DoRA).

Additional matter

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

Unaudited supplementary schedules

8. The supplementary information set out on pages XX to XX does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion thereon

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

9. In accordance with the PAA and the *General Notice* issued in terms thereof, I report the following findings relevant to performance against predetermined objectives, compliance with laws and regulations and internal control, but not for the purpose of expressing an opinion.

Predetermined objectives

10. I performed procedures to obtain evidence about the usefulness and reliability of the information in the annual performance report as set out on pages XXX to XXX of the annual report.
11. The reported performance against predetermined objectives was evaluated against the overall criteria of usefulness and reliability. The usefulness of information in the annual performance report relates to whether it is presented in accordance with the National Treasury annual

reporting principles and whether the reported performance is consistent with the planned objectives. The usefulness of information further relates to whether indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the *National Treasury Framework for managing programme performance information*.

The reliability of the information in respect of the selected objectives is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).

12. There were no material findings on the annual performance report concerning the usefulness and reliability of the information.

Compliance with laws and regulations

13. I did not identify any instances of material non-compliance with specific matters in key applicable laws and regulations as set out in the General Notice issued in terms of the PAA.

Internal control

14. I did not identify any deficiencies in internal control which we considered sufficiently significant for inclusion in this report.



Polokwane

30 November 2012



AUDITOR - GENERAL
SOUTH AFRICA

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COMPONENT B

AUDITOR-GENERAL OPINION 2012/13

REPORT OF THE AUDITOR-GENERAL TO THE LIMPOPO PROVINCIAL LEGISLATURE AND THE COUNCIL ON THE WATERBERG DISTRICT MUNICIPALITY

REPORT ON THE FINANCIAL STATEMENTS

Introduction

15. I have audited the financial statements of the Waterberg District Municipality set out on pages ... to ..., which comprise the statement of financial position as at 30 June 2013, the statement of financial performance, statement of changes in net assets and the cash flow statement for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting officer's responsibility for the financial statements

16. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and Division of Revenue Act, 2012 (Act No. 5 of 2012) (DORA) and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

17. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the *General Notice* issued in terms thereof and International Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
18. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

19. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified audit opinion.

Basis of qualification

Property, plant and equipment /-roads infrastructure

20. Section 84(1)(f) of the Municipal Structures Act, 1998 (Act No 117 of 1998) states that a district municipality has the powers and functions for municipal roads. These roads form an integral part of the road transport system within the area under the control of a district municipality. I was unable to obtain sufficient appropriate audit evidence that the municipality has properly accounted for all roads under its control as there were no systems and procedures in place to assess the rights and ownership thereof. I was unable to confirm the roads infrastructure by alternative means. There was no disclosure to this effect in the financial statements, consequently, I was unable to determine the value of property, plant and equipment - roads infrastructure

Contingent liability

21. There was no system of control over litigations and claims on which I could rely for the purpose of my audit to obtain reasonable assurance that municipality have contingent liabilities. Section 71 of the Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA) requires all municipalities to comply with collective agreements concluded by organised local government within its mandate on behalf of local government in the bargaining council established for municipalities. Contrary to this, the municipality did not implement the wage curve agreement which states that all employees shall be paid in accordance with the new wage rates within three years as per the agreement, which was concluded on 21 April 2010. If employees' job evaluations were not completed and the municipality may not be able to reliably measure the amount of the obligation, the municipality should have recognised a contingent liability for its obligation in terms of the wage curve agreement until such time as the job evaluations were completed.

There were no satisfactory audit procedures that I could perform to obtain reasonable assurance that all contingent liabilities were properly disclosed. Consequently, I was unable to obtain sufficient appropriate audit evidence to satisfy myself as to the completeness of contingent liabilities disclosed in financial statements

Opinion

22. In my opinion, except for the possible effects of the matters described in the Basis for qualified opinion paragraphs, the financial statements present fairly, in all material respects, the financial position of the Waterberg District Municipality as at 30 June 2013 and its financial performance and cash flows for the year then ended, in accordance with SA Standards of GRAP and the requirements of the MFMA.

Emphasis of matter

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

Restatement of corresponding figures

23. As disclosed in note 32 to the financial statements, the corresponding figures for 30 June 2012 have been restated as a result of an error discovered during 2013 in the financial statements of the municipality at, and for the year ended, 30 June 2012.

Additional matter

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

Unaudited supplementary schedules

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

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

26. In accordance with the PAA and the *General Notice* issued in terms thereof, I report the following findings relevant to performance against predetermined objectives, compliance with laws and regulations and internal control, but not for the purpose of expressing an opinion.

Predetermined objectives

27. I performed procedures to obtain evidence about the usefulness and reliability of the information in the annual performance report as set out on pages ... to ... of the annual report.
28. The reported performance against predetermined objectives was evaluated against the overall criteria of usefulness and reliability. The usefulness of information in the annual performance report relates to whether it is presented in accordance with the National Treasury's annual reporting principles and whether the reported performance is consistent with the planned development objectives. The usefulness of information further relates to whether indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the *National Treasury Framework for managing programme performance information*.

The reliability of the information in respect of the selected development objectives is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).

29. There were no material findings on the annual performance report concerning the usefulness and reliability of the information.

Additional matter

30. Although no material findings concerning the usefulness and reliability of the performance information was identified in the annual performance report, I draw attention to the following matter below.

Achievement of planned targets

31. Of the total number of 213 targets planned for the year, 81 of targets were not achieved during the year under review. This represents 39% of total planned targets that were not achieved during the year under review.
32. This was mainly due to the fact that indicators and targets were not suitably developed during the strategic planning process.

Compliance with laws and regulations

33. I performed procedures to obtain evidence that the entity has complied with applicable laws and regulations regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key applicable laws and regulations as set out in the *General Notice* issued in terms of the PAA are as follows:

Annual financial statements and performance reports

34. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements identified by the auditors in the submitted financial statements were not adequately corrected and the supporting records could not be provided subsequently, which resulted in the financial statements receiving a qualified audit opinion.

Asset management

35. The municipality did not record and report on road infrastructure assets as required by Section 84(1)(f) of the Municipal Structures Act.
36. An effective system of internal control for assets was not in place, as required by section 63(2)(c) of the MFMA.

Internal control

37. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with laws and regulations. The matters reported below under the fundamentals of internal control are limited to the significant deficiencies that resulted in the basis for qualified opinion and the findings on compliance with laws and regulations included in this report.

Leadership

38. The accounting officer did not review the financial statements prior to their submission for audit and thus the above matters were not identified and corrected
39. Non-compliance with laws and regulations could have been prevented had compliance been properly reviewed and monitored.

Financial and performance management

40. The financial statements and other information to be included in the annual report are not reviewed for accuracy and completeness by the

accounting officer.

41. Compliance with laws and regulations was not reviewed and monitored by the accounting officer.

Governance

42. The audit committee did not adequately review the financial statements for adequacy, reliability and accuracy prior to submission for audit.

43. Internal audit did not review the financial reports prior to its submission to the audit committee or external auditors.

Polokwane

29 November 2013



AUDITOR - GENERAL
SOUTH AFRICA

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GLOSSARY

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

Indicators	applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	• Service delivery & infrastructure • Economic development • Municipal transformation and institutional development • Financial viability and management • Good governance and community participation
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time

	factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area. Section 1 of the MFMA defines a "vote" as: <i>a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and</i> <i>b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</i>

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APPENDIX A- COUNCILLORS, COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Nature and purpose of a meeting	Date of event/meeting	Number of participating Municipal Councillors	Number of Community members attending	Number of participating Municipal Administrators	Dates and manner of feedback given to Community
Mandela Day Celebration	18 July 2013	50	20	150	-
Women Prayer Day	15 August 2013	36	600	5	-
Women in Sports Festival Event	28 August 2013	36	50	60	10 May 2014 – Mayoral Marathon
District Heritage Day	20 September 2013	36	500	40	-
Establishment of a School Library	24 September 2013	16	240	20	21 February 2014 – mayoral Imbizo
Executive Mayors Imbizo & Batho Pele Day	17 – 18 October 2013	36	550	18	29 May 2014- State of the District Address
District Disability Annual General Meeting	23 November 2014	10	300	8	25 June 2014 – Seminar on the establishment of the District Entrepreneurs Network

16 Days of Activism against the abuse of Women & Children	08 December 2013	10	100	12	17 April 2014 – District AIDS Council meeting
Back to School Campaign	07 January 2014	36	300	64	10 January 2014 – Matric Awards Ceremony
Executive Mayors Imbizo	21 February 2014	36	500	15	29 May 2014- State of the District Address
Farmworkers Empowerment Programme	13 April 2014	36	200	12	-
District Older Person Indaba	09 April 2014	12	400	08	-
Unveiling of Waterberg Satellite Academy Gym Equipment	16 May 2014	36	100	20	13 June 2014 – Meeting with District Sport Federations
District Workshop on Traditional Leadership	5 – 6 June 2014	36	60	12	-
District Moral Regeneration Movement	20 June 2014	36	300	15	-

WATERBERG DISTRICT MUNICIPALITY

ATTENDANCE OF SPECIAL AND ORDINARY COUNCIL MEETINGS: JULY 2013 – 31 MARCH 2014

	SURNAME & INITIALS	17 Jul.2013 (Special)	29 Aug. 13 (Ordinary)	05 Dec.13 (Ordinary)	08 Jan. 14 (Special)	24Jan. 14 (Special)	24 Feb.14 (Special)	18 Mar.14 (Special)	31 Mar.14 (Special)	Special=5 Ordinary =3 TOTAL =
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										ATTEND	APOL/ABS
1.	Basson A.F.	Apology	Apology	Present	Apology	Absent	Apology	Present	Apology	2	6
2.	Baloyi K.J.	Present	Present	Present	Present	Present	Present	Apology	Present	7	1
3.	Kekana T.M	Present	Present	Present	Present	Present	Present	Present	Apology	7	1
4.	Koadi G.B	Absent	Present	Apology	Present	Present	Present	Absent	Apology	4	4
5.	Kganyago L.C.	Present	Present	Absent	Present	Present	Present	Present	Present	7	1
6.	Lebelo L.J.	Present	Absent	Absent	Apology	Apology	Absent	Present	Present	3	5
7.	Ledwaba M.H.	Present	Present	Present	Present	Present	Present	Present	Present	8	0
8.	Lamola K.S.	Apology	Present	Present	Present	Present	Present	Present	Present	7	1
9.	Sethoga -Langa M.N.	Present	Present	Present	Present	Present	Present	Present	Present	8	0
10.	Mahlaela R.L.	Apology	Present	Present	Present	Present	Present	Present	Present	7	1
11.	Manganyi M.E.	Present	Present	Present	Present	Present	Absent	Absent	Present	6	2
12.	Manamela L.S	Apology	Apology	Present	Apology	Apology	Apology	Present	Apology	2	6
13.	Masalesa F.M.	Present	Present	Present	Present	Apology	Present	Present	Present	7	1
14.	Mhlanga B.S.	Present	Present	Present	Present	Present	Present	Present	Present	8	0
15.	Moeletsi R.Z.	Apology	Present	Absent	Absent	Present	Present	Present	Absent	4	0
16.	Mogotsi M.M.A.	Present	Present	Present	Present	Present	Present	Present	Apology	7	1
17.	Mogotlane N.R.	Present	Present	Present	Present	Present	Present	Present	Present	8	0
18.	Mojela N.G	Present	Present	Present	Present	Apology	Present	Present	Present	7	1
19.	Molekwa S.M.	Present	Present	Present	Present	Present	Present	Present	Present	8	0
20.	Monama M.A.D.	Present	Present	Present	Present	Present	Present	Present	Present	8	0
21.	Monene R.N.	Present	Present	Present	Present	Present	Present	Present	Present	8	0
22.	Monoa R.L.R.	Apology	Apology	Present	Present	Present	Present	Present	Present	6	2

WATERBERG DISTRICT MUNICIPALITY

ATTENDANCE OF SPECIAL AND ORDINARY COUNCIL MEETINGS: JULY 2013 – 31 MARCH 2014

SURNAME & INITIALS	17 Jul. 13 (Special)	29 Aug. 13 (Ordinary)	05 Dec.13 Ordinary	08 Jan.14 (Special)	24 Jan. 14 (Special)	24 Feb. 08 (Ordinary)	18 Mar.14 (Special)	31 Mar.14 (Ordinary)	TOTAL = 8	
									ATTEND	APOL/ABS
Moremi M.L	Present	Present	Present	Present	Present	Present	Present	Present	8	0
Morumudi N.S.	Apology	Apology	Present	Present	Present	Present	Present	Present	6	2

Moseamedi M.M.	Absent	Present	Present	Present	Present	Present	Present	Present	7	1
Motlohoneng D.P	Apology	Present	Present	Present	Present	Present	Present	Apology	6	2
Nyamah M.P.	Absent	Present	Present	Absent	Apology	Apology	Absent	Present	3	5
Ngwetjana L.N.	Present	Present	Present	Present	Present	Apology	Present	Present	7	1
Phokela M.D.	Present	Present	Present	Present	Apology	Present	Present	Present	7	1
Radebe R.M.	Present	Present	Present	Present	Apology	Present	Present	Present	7	1
Ramogale R.A.	Present	Present	Present	Present	Present	Present	Present	Absent	7	1
Scruton P.A.	Absent	Present	Present	Absent	Absent	Absent	Absent	Absent	2	6
Sekhu M.J.	Apology	Present	Present	Absent	Apology	Apology	Present	Present	4	4
Selokela M.J.	Present	Present	Apology	Present	Present	Present	Present	Present	7	1
Sikwane S.C.	Present	Present	Present	Present	Present	Absent	Present	Absent	6	2
Kekana L.V. (Kgoshi)	Absent	Absent	Absent	Present	Absent	Absent	Absent	Absent		
Shongoane M.M. (Kgoshigadi)		Present	Present	Absent	Absent	Present	Absent	Present	4	3
Taueatsoala R.R. (Kgoshigadi)	Present	Absent	Present	Present	Present	Present	Present	Present	7	1

WATERBERG DISTRICT MUNICIPALITY

ATTENDANCE OF PORTFOLIO COMMITTEES – 2013/14

	SURNAME & INITIALS	29 July 13	08 Oct 13	05 Nov 13	10 Feb 14	24 Apr 14	28 July		TOTAL = 6		
									ATTEND	APO	ABS
BUDGET AND TREASURY											
	Ledwaba M.H.	Absent	Present	Present	Absent	Present	Apology		3	1	2
	Baloyi K.J	Present	Present	Present	Present	Present	Resigned		5	0	0
	Lebelo L.J	Present	Present	Present	Present	Absent	Absent		4	0	2
	Scruton P.A	Present	Absent	Apology	Absent	Absent	Absent		1	1	4
	Ramogale A.R.	Present	Present	Apology	Present	Present	Present		5	1	0
TRANSFORMATION AND ADMINISTRATION											

	SURNAME & INITIALS	23 July 13	25 Sept 13	05 Nov 13	11 Feb 14	25 Apr 14	08 July 14		Total = 6		
									ATTEND	APO	ABS
	Moremi M.L	Present	Present	Present	Present	Present	Present		6	0	0
	Kganyago L.C	Present	Present	Present	Present	Present	Present		6	0	0
	Manamela L.S	Present	Present	Apology	Apology	Absent	Apology		2	3	1
	Sikwane S.C	Present	Absent	Present	Absent	Absent	Absent		2	0	4
INFRASTRUCTURE DEVELOPMENT											
	SURNAME & INITIALS	24 July 13	02 Oct 13	06 Nov 13	12 Feb 14	30 Apr 14	09 July 14		Total = 6		
									ATTEND	APO	ABS
	Lamola K.S	Apology	Present	Apology	Apology	Present	Apology		2	4	0
	Mojela N.G	Apology	Absent	Present	Apology	Apology	Present		2	3	1
	Basson A.F	Present	Present	Present	Present	Present	Absent		5	0	1
	Ngwetjana L.N	Present	Present	Present	Present	Present	Present		6	0	0
	Monene R.N	Present	Present	Present	Present	Present	Present		6	0	0
PLANNING AND ECONOMIC DEVELOPMENT											
	SURNAME & INITIALS	24 July 13	25 Sep 13	12 Nov 13	12 Feb 14	25 Apr 14	09 July 14		Total = 6		
									ATTEND	APO	ABS
	Molekwa S.M	Present	Present	Apology	Present	Present	Present		5	1	
	Moseamedi M.M	Present	Present	Present	Absent	Present	Absent		4	0	2
	Manganyi M.E	Present	Present	Present	Present	Present	Present		6	0	0
	Kekana T.M	Present	Present	Present	Apology	Present	Present		5	1	0
	Shongoane M.M. (Kgoshigadi)	Present	Present	Present	Present	Apology	Present		5	1	0
SOCIAL DEVELOPMENT											
	SURNAME & INITIALS	31 July 13	01 Oct 13	07 Nov 13	13 Feb 14	29 Apr 14	10 July 14		Total =6		
									ATTEND	APO	ABS
	Mhlanga B.S	Apology	Apology	Present	Present	Present	Present		4	2	0
	Motlohoneng D.P	Absent	Present	Apology	Present	Present	Present		4	1	1

	Selokela M.J	Present	Absent	Present	Absent	Present	Present		4	0	2
	Masalesa F.M	Present	Present	Present	Present	Present	Present		6	0	0
	Sekhu M.J	Present	Present	Present	Apology	Present	Present		5	1	0
	Taueatsoala R.R. (Kgoshigadi)	Present	Present	Present	Present	Present	Present		6	0	0

COMMUNITY SERVICES

	SURNAME & INITIALS	30 July 13	01 Oct 13	07 Nov 13	13 Feb 14	29 Apr 14	10 July 14		Total =6		
									ATTEND	APO	ABS
	Moeletsi R.Z	Present	Present	Present	Present	Absent	Present		5	0	1
	Nyama M.P	Present	Absent	Apology	Apology	Present	Present		3	2	1
	Mahlaela R.L	Present	Present	Present	Present	Present	Present		6	0	0
	Koadi G.B	Apology	Present	Apology	Present	Apology	Absent		2	3	1
	Radebe R.M	Present	Present	Present	Apology	Present	Present		5	1	0

SPECIAL PROJECTS

	SURNAME & INITIALS	25 July 13	02 Oct 13	08 Nov 13	14 Feb 14	29 Apr 14	11 July 14		Total =6		
									ATTEND	APO	ABS
	Mogotsi M.M.A	Present	Present	Present	Present	Present	Present		6	0	0
	Sethoga N.M	Present	Present	Present	Present	Present	Present		6	0	0
	Monoa R.L.R	Apology	Present	Present	Present	Present	Present		5	1	0
	Phokela M.D	Present	Present	Present	Present	Present	Present		6	0	0
	Kekana L.V. (Kgoshi)	Apology	Present	Present	Absent	Absent	Absent		2	1	3

APPENDIX B – COMMITTEES & COMMITTEE PURPOSES

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
Municipal Public Accounts Committee	Accountability and oversight role
Audit Committee	Auditing of financial and non-financial matters
Geographic Names	Changing of names of streets and public institutions
Public Participation	Ensure Public Involvement
Rules & Ethics	Ensure adherence to rule, ethics and legislation
Budget & Treasury	Ensure adherence to MFMA

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APPENDIX C– THIRD TIER ADMINISTRATIVE STRUCTURE

Third Tier Structure	
Directorate	Director/Manager (State title and name)
Office of the Municipal Manager	Municipal Manager : MV Letsoalo
Budget & Treasury Office	Chief Financial Officer : N Laubscher
Infrastructure Development	Manager : N.R Makgata
Planning & Economic Development	Manager : L Sole
Social Development and Community Services	Manager : ML Mokonyane
Office of the Executive Mayor	Manager : P Makondo
Corporate Support & Shared Services	Manager: P.F Nogilana Raphela

APPENDIX D– FUNCTIONS OF MUNICIPALITY/ENTITY

Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
Air pollution	No	
Building regulations	No	
Child care facilities	No	
Electricity and gas reticulation	No	
Fire fighting services	Yes	
Local tourism	No	
Municipal airports	No	
Municipal planning	Yes	
Municipal health services	Yes	
Municipal public transport	Yes	
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	No	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No	
Storm water management systems in built-up areas	No	
Trading regulations	No	
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	No	

Continued from previous page

Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
Constitution Schedule 5, Part B functions:		
Beaches and amusement facilities	No	
Billboards and the display of advertisements in public places	No	
Cemeteries, funeral parlours and crematoria	No	
Cleansing	No	
Control of public nuisances	No	
Control of undertakings that sell liquor to the public	No	
Facilities for the accommodation, care and burial of animals	No	
Fencing and fences	No	
Licensing of dogs	No	
Licensing and control of undertakings that sell food to the public	No	
Local amenities	No	
Local sport facilities	No	
Markets	No	
Municipal abattoirs	Yes	
Municipal parks and recreation	No	
Municipal roads	No	
Noise pollution	No	
Pounds	No	
Public places	No	
Refuse removal, refuse dumps and solid waste disposal	No	
Street trading	No	
Street lighting	No	
Traffic and parking	No	
* If municipality: indicate (yes or No); * If entity: Provide name of entity		T D

APPENDIX E- WARD REPORTING

Functionality of Ward Committees					
Ward Name (Number)	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
					T E

APPENDIX F1- WARD INFORMATION

Ward Title: Ward Name (Number)				
Capital Projects: Seven Largest in 2013/14(Full List at Appendix N)				
				R' 000
No.	Project Name and detail	Start Date	End Date	Total Value
	Not applicable	Not applicable	Not applicable	R000
				T F.1

APPENDIX F2- BASIC SERVICE PROVISION

Basic Service Provision					
Detail	Water	Sanitation	Electricity	Refuse	Housing
Households with minimum service delivery	Not applicable	Not applicable	Not applicable	Not applicable	
Households without minimum service delivery	Not applicable	Not applicable	Not applicable	Not applicable	
Total Households*	Not applicable	Not applicable	Not applicable	Not applicable	
Houses completed in year					

APPENDIX F3- Top Four Service Delivery Priority in a Ward

APPENDIX F3 – Top Four Service Delivery Priorities for Ward (Highest Priority First)		
Top Four Service Delivery Priorities for Ward (Highest Priority First)		
No.	Priority Name and Detail	Progress During 2011/13
	Not applicable	Not applicable
		T F.3

APPENDIX G- Recommendations of the Municipal Audit Committee 2013/14

APPENDIX H – Long Term contracts and Public Private Partnership

ACTIVE LONG TERM CONTRACTS AS AT 30 JUNE 2014

Project Description	Date Awarded	Name of Service Provider/ Contractor	Duration of a contract	Project Completion date	Amount Awarded	Responsible department	Actual 12/13	Actual 13/14	Budget 14/15	Budget 15/16
Provision of Travel and Accommodation Services	01-Nov-11	Badiredi Travel	36 months	Oct-14	SCHEDULE	CSSS	2 368 024	1 275 585	4 676 942	4 929 497
Provision of Legal Services	22-Nov-11	Verveen Attorneys	36 months	Oct-14	SCHEDULE	CSSS	431 063	225 958	300 000	316 200
Provision of Insurance services	01-Feb-13	AON Risk Services South Africa	36 months	Jan-16	SCHEDULE	CSSS	187 397	465 768	1 000 000	1 054 000
Provision of the banking services	03-Sep-09	First National Bank	60 months	Oct-14	SCHEDULE	BTO	60 246	60 105	67 073	70 695
Operating lease of the photocopying Machines	01-Mar-14	Palesa Technology - ceded to ABSA Technology Finance	36 months	Feb-17	SCHEDULE	CSSS	-	199 958	599 875	599 875
Provision of the Advertising Services	03-Dec-13	Ultimate Recruitment Solution	36 months	Dec-16	SCHEDULE	CSSS	-	202 866	238 652	251 539

Provision of the Security Services	01-Jul-12	Triotic Protection Services	36 months	Jun-15	1 651 812	CSSS	1 883 066	1 761 932	1 907 403	2 010 403
IFMS-Licencing, Support and Maintenance	07-Sep-11	Munsoft (Pty) Ltd	20 years	Aug-31	1 593 546	BTO	894 550	650 088	853 050	899 115
Implementati on of Virtual Private Network	28-Jun-12	SITA	36 Months	Jun-15	4 640 667	CSSS	366 295	108 827	247 500	260 865
Production of Newsletter	09-Dec-13	Kgantshi Marketing Adverting and Promotions	36 Months	14-Dec-16	480 000	ES	-	120 000	120 000	120 000
Rural Road Asset Management System	16-Jul-13	Tshashu Consulting	36 Months	30-Jun-16	4 551 754	ID	-	1 378 070	1 779 000	1 839 000
Provision of VOIP services for telephone system for Mokopane EHP Office	14-Apr-14	Least Cost Communicati on t/a Callsave	36 months	14-Apr-17	129 901	CSSS	-	711	43 300	43 300
Extension of provision of VOIP services for telephone system to WDM Head Office	19-May-14	Least Cost Communicati on t/a Callsave	36 months	19-May-17	See #12	CSSS	See #12 above			

APPENDIX I –Municipal Entity/Service Provider Performance Schedule

APPENDIX J- Disclosure of Financial interest

No.	Title	Officials Name		Designation	Company Name
1	Mr	Siebe	Phathutshedzo	Divisional Manager Development Planning	Rirothe Planning Consulting
2	Ms	Duba	Matete Jerida	Agricultural Officer	Moshueu Ocean Trading CC
					Bakwena Ivory Business Enterprise

3	Mr	Molebaloa	Philemon	Divisional Manager Strategic Support and Planning	Critical Creative Consulting CC
					Lephalale Trading
					Mamoleele Trading
4	Ms	Kgomo	Lindiwe Darlene	Head Integrated Development Plan	Thabusi Recruitment Services and Projects
5	Mr	Letsoalo	Mokopane Vaaltyn	Municipal Manager	Nyamatane Engineering Solutions
6	Mr	Ngobeni	Joseph	Sports Officer	Roxanne Business Enterprise
7	Mr	Mello	Lesibana Comfort	CSSS-Secretary	Rise Now Trading 28
7	Ms	Makgobela	Ketlana Julia	Divisional Manager Supply Chain Management	Kgobie Construction
					Kgobase Investments
8	MSS	Yingwana	Tingana	Procurement Officer	Myambo Construction
10	Mr	Morema	Mahlatse Ebdan	Risk Officer	Ocupational Safety and Health Hazard
					MmaJoyce Catering and Supply
					Asset Specification Trading and Supply
11	Mr	Ledwaba	Maditsela Geoffrey	Chauffer	G & S Car Wash
12	Ms	Konaite	Lindy Lebogang	Internal Audit Intern	Asebabhaneni General Trading
					Pitjeng Lebsa General Trading
13	Mr	Teffo	Madumetja Billy	Divisional Manger SSP	Siabase
14	Ms	Nogilana Raphela	Feziwe	Manager CSSS	Lubabalo Bricks Development and Business Projects
15	Ms	Phasha	Letty Mummy	Control Room Operator	NHZM Holdings
16	Mr	Mashala	Noko Nelson	Fire Station Officer	Lewmash Security Guard

17	Mr	Tsebe	Sesheke Keakile Benjamin	Control Room Operator	Thandolwethu Limpopo Enterprise
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COUNCILORS

No.	Title	Councilor Name		Designation	Company Name
1	Mr	Baloyi	Khazamola Joseph	MMC	Mlamhlam
2	Mr	Ngwetjana	Lesiba Simon	Councilor	Verstoteling Business Enterprise
3	Ms	Moremi	Manameng Lettie	Councilor	SAWIMA
					Whiphold/Sasol Mining
					Mzansi Sihlangene Trading and Projects
					Gladshore Trading and Projects
					Virtus Financial Services
4	Ms	Mmatsutsa	Hendrieta	Councilor	Moja Transport
5	Ms	Mogotsi	Mankgobo Amanda Meriam	Councilor	Tribal Zone Trading 564
					Bahlopiwa Projects
					Osi Consulting Engineers
					Lebo and Gomo Civils
					Palesa
6	Mr	Mhlanga	Sipho Bradly	Councilor	Exabuzz CC
7	Ms	Mojela	Nomaliza Gladys	Councilor	Meta-Ntwane Construction
					Ma Glad Day Care
8	Mr	Molekoa	Sello	Councilor	Kranskop Coperative Limited

10	Mr	Moeletsi	Zacharia Rankadimeng	Councilor	Belabela Image Consultants
					Walk Together Trading 4
					ZCN Specialists
					BB Atlanta Kids Football Club
					Belabela Branding Initiative
					Bornfree Investment 180
					Bushveld Communication and Training Network
					Conie Projects
					Dibatho Business Consultants
					Izintobizodwa Research and Development Consultants
					Onexone Group Supplier
					Sepampie Consortium
					Umhlali Upliftment and Services
					Vula Security Services
					Deco Fibre Glass Manufacturing
					Nice Treat Tourism and Projects 4
11	Mr	Basson	Andries Francois	Councilor	EXXARO
12	Ms	Kgoshi Taueatsoala	Raisibe Rhina	Councilor	MKMN AND Taueatsoala
13	Mr	Mosaam	Zunaid	Councilor	Limpopo Independent Media
14	Ms	Koadi	Bertha Galethabeloe	Councilor	Lephalale Women's Organisation

APPENDIX K- Revenue Collection Performance By Vote and By Source

APPENDIX K (ii) – Revenue Collection Performance By Source

APPENDIX L – Conditional Grants Received: Excluding MIG

APPENDIX M- Capital Expenditure – New & Upgrade/ Renewal Programmes

APPENDIX M (i) – Capital Expenditure – New Assets Programme

APPENDIX M (ii) – Capital Expenditure – Upgrade/Renewal Programme

Refer to table A5 AFS FY 2013/14

APPENDIX N –Capital Programme by Project 2013/14

APPENDIX O - Capital Project by Ward 2013/14

APPENDIX P – Services Connection Backlogs at schools and Clinics

APPENDIX Q – Service Backlogs Experienced by the Community where another Sphere of Government is responsible for Service Provision

APPENDIX R –Declaration of Loan and Grants made by the Municipality

APPENDIX S – Declaration of Return not made in Due Time under MFMA s71

APPENDIX T Presidential outcome for local Government

APPENDIX U - Audited Annual Financial Statements 2012/13
